ATLANTIS PRESS

Crisis Management Implementation for an Indonesian Crowdfunding Start-Up: Content Criticism on Twitter for an Outdoor Media Advertisement

Farisa Nurintan[1*], Ishadi Soetopo Kartosapoetro[1]

[1]*Department of Communication, Faculty of Social and Political Science, Universitas Indonesia, Jakarta, Indonesia*
Corresponding author, Email: farisa.minardi@gmail.com

ABSTRACT

Developing a crisis management program is not an easy job for an organization. The process of performing crisis management can vary; furthermore, it requires the integration of knowledge from various fields such as decision-making, media and community relations, environmental scanning, risk assessment, crisis communication, evaluation methods, issue management, and reputation management. This study presents a case of crisis management at an Indonesian socio-entrepreneur start-up company that was criticized on Twitter for its outdoor media content in a public transportation setting. In this case, the content was criticized for offending certain groups as articulated by feminist critics as it was considered to be insensitive to the issue of sexual harassment. This criticism became a controversy among Twitter users, which led the company to release a clarification. As a form of crisis management, the company also withdrew the content from public spaces. Through a semi-structured interview with the Public Relations Manager, two findings from this case yielded important lessons for the company. First, their quick response was needed to address the feedbacks from social media. Second, they must pay attention to sensitivity when creating content so as not to offend any particular community or group in the society.

Keywords: crisis management, public relations, social media content.

1. INTRODUCTION

The response of a company during a crisis is vital to evaluate the effectiveness of the company's crisis management plan (Magno, 2012; Mansor & KaderAli, 2017). The role of public relations (PR) is deemed very important in seeing the potential for communication to produce organizational strength when dealing with crises. In the company's internal management, the PR department becomes a pioneer in choosing and forming a crisis management team (Coombs, 2015). It also sets the criteria for crisis management team members such that each member represents specific functional divisions or positions in the organization, including a focus on legal, security, communication, operational or technical, resources, quality assurance, information technology, finance, and marketing issues, in addition to the chief executive officer and board of directors (Coombs, 2015). The purpose of establishing these criteria stems from the need in integrating the functions of each division if the crisis to be managed

requires experts in their fields. In addition, media relations skills are utmost needed when handling the press, and the use of social media is critical for crisis monitoring and response, which is clearly the role of PR. The power of PR action in crisis management is now being magnified by the Internet (Coombs, 2015).

Seeing the Internet as a valuable commodity has undergone significant changes as a reflection of far broader change in society. Web 2.0 is a reflection of this change, which was considered as the main instrument used in accelerating the shift in people's views of the Internet. *Web 2.0* has various definitions, which, in general, can be described as a web version that is open to users where they can add their own content and where users have the ability to talk and share their views and opinions with other users. This communication platform refers to sites and Internet spaces where users can put words, pictures, sounds, and videos. In practice, this usage signifies the transfer of Internet control; ultimately, the Internet then becomes a central platform for communication from individuals to many users or other user groups and vice versa. This shift can also be described as *Internet democratization* (Brown, 2009). Users on behalf of the organization will decide on how they want the various audiences to see them as a brand, and then it will be the responsibility of the PR department to make it happen. To see how content affects users, they must participate in the conversation. The emergence of Web 2.0 is seen to reinforce the perception of shifting consumer roles, not only passively and anonymously, but as active actors in the process. According to a definition of *Web 2.0*, the Internet has now become a

platform where content and applications are no longer created and published by individuals, but instead continued to be modified by all participatory and collaborative users (Kaplan & Haenlein, 2010).

The social media network is one of the developments of Web 2.0 that is widely used for PR practices today; it has been increasingly integrated in communication strategies (Charest, Bouffard, & Zajmovic, 2016). Social media use facilitates the integration of communication strategy practices, such as managing content, two-way communication with audiences, and monitoring public interactions (Charest et al., 2016). This monitoring activity is part of crisis management, and the two-way communication inherent in social media helps companies to respond quickly while facing a crisis. The quickness of response in a crisis also affects the survival of the organization (Coombs, 2015). In the current environment, quick responses are supported by social media that facilitates communication between companies and the public. Therefore, both the Web 2.0 technology and social media serve as important platforms for companies to not only respond quickly and directly, but also to disseminate information to a global audience (Ki & Nekmat, 2014; Macleod, 2001; Smith & Gonza, 2008; Taylor & Perry, 2005).

Thus, this article looks into a crisis management approach conducted by a socio-entrepreneur start-up company based in Indonesia, herein referred to with the initials "KB." This start-up company was founded in 2013, which aims to provide a place for individuals, communities, organizations, and companies who want to raise funds for various social, personal,

creative, and other purposes or to donate to a fund-raising event according to the entity's desired category or organization. Through the use of Web 2.0 technology, KB can provide an online platform to donate or raise funds that can be used by many people, with terms and conditions that have been approved based on the national regulations in Indonesia. In accordance with the concept of Web 2.0, KB can apply an open platform policy, which means that anyone can create a donation page on the KB website, anytime and anywhere, as long as the fundraiser can complete the requirements of identity verification and does not violate the laws in Indonesia.

Several social media outlets are used by KB in promoting fund-raising events or in communicating information related to their policies and programs. On May 14, 2019, KB used one of their social media accounts, Twitter, to post a campaign that invites people to be prejudiced in the month of Ramadan. The campaign itself was initially published in a public transportation venue, and a KB team member brought the campaign message to Twitter by uploading some pictures of the published advertisement. In response, KB received a lot of criticism about this advertising content that they had distributed. Twitter users engaged in "pros and cons" debates, with some users branding the campaign as insensitive and potentially causing sexual harassment for certain groups. In response to this controversy, KB finally issued an official clarification about the content, which comprised both an explanation and an apology. Furthermore, KB decided to pull the content out of the public space. For KB, listening to criticism and input from

the community was essential as their main activity is *crowdfunding*, a term that describes collecting money from a wide audience (the *crowd*) for individual and group purposes using online social media networks (Belleflamme, Lambert, & Schwienbacher, 2014).

In this study, KB is used as an example to review the implementation of crisis management for a crowdfunded company during a crisis for which offline and online crisis management should be simultaneously conducted. Therefore, the main question of this study is as follows: How does KB apply the steps of crisis management as a start-up company that is experiencing content criticism for the first time? Other key questions are as follows: Considering that criticism is delivered online and that the advertising is published offline, how is the crisis management implemented using social media, especially on Twitter? What are the follow-up points for KB to consider when managing the crisis?

2. METHODS

For this case study, direct interviews with the expert in charge of managing the KB crisis were conducted, which was considered as the main method in collecting data relevant to the crisis management itself. This method can provide rich insights into the meanings and experiences of media producers, citizens, and audiences (Rakow, 2011). The interviewee is the KB Public Relations Manager (hereafter, the PR Manager), who directly handled the criticism and executed the clarification and also acts as a representative of the crisis management team. The semi-structured interview was conducted via phone on Tuesday, May 28,

2019, at 16:00 Western Indonesian Time, which lasted for about 20 minutes. Additional qualitative data to support the case were taken from the timeline and the search for tweets on Twitter. These contents and tweets were archived, such as photos of the outdoor media content (advertisements in the setting of public transportation) KB was being criticized for and the clarification statement published from KB; also, screen captures were used for some context, such as the tweets containing criticism from a feminist perspective and any responses and comments from other Twitter users that provide evidence of online interaction and debate between users. The tweet of the clarification statement was published on May 15, 2019, and it was screen captured from the timeline on May 17, 2019. The search for other tweets was conducted from May 27 to June 17, 2019, and some of the tweets containing the "pros and cons" opinions were saved as screen-captured images to show the controversy among Twitter users.

3. RESULTS

To begin the discussion of the study results, the chronology of the case is first presented. The study research team interviewed the PR Manager in order to obtain detailed information from the point at which the crisis first arose, to the active crisis management phase, and onward to the end of the case. For the beginning of the crisis, the PR Manager was asked to describe the purpose of the campaign, who brought the campaign advertisement to Twitter, when the critics first appeared, who was the most influential critic, and other relevant questions. After the chronology and detailed information about the crisis is presented, the responses of the PR Manager to the main questions in the semi-structured interview are presented.

Based on the interview, receiving criticism from consumers or society is not a new thing for KB. Previously, the company had received criticism regarding technical issues for donations, such as complaints from dissatisfied donors, the difficulty for fundraisers to withdraw the donations, and general negative feedback regarding the lack of information and transparency in the process of raising funds and withdrawing donations. In response to this kind of criticism, the PR Manager always seeks to communicate with all the parties involved in each donation session—the fundraisers, donors, and recipients, as well as the society overall.

Figure 1. Outdoor media content (Twitter, 2019a).

The PR Manager noted that all of the information can be accessed on the KB website or mobile application or via an e-mail, which is sent automatically when a donation is made to provide information and report about the fund-raising process. KB is also active in their social media accounts like Twitter, Instagram, and YouTube. Through social media, KB can share content that is relevant to social issues in the community in the hope of making many people empathize and be motivated to participate as donors.

Figure 2. Example of the negative responses (Twitter, 2019b).

Figure 1 shows some examples of the outdoor media content created by the KB content team, which were posted in public spaces to share the goodness of the month of Ramadan. This content was originally an offline advertisement posted on the Commuterline train. The advertisement was then posted online by a Twitter user who was also a KB employee to determine how people on Twitter would respond to the advertisement. Because the KB employee is also influential on Twitter, having a large number of followers, a lot of tweets in response were generated, in the form of a thread with a picture of KB advertisement in the Commuterline. However, many responses addressed the pros and cons among Twitter users, especially feminists who thought that the advertisement was insensitive to women. It is important to note that this article cannot show the KB employee's tweet; this is because after KB released the clarification, the user immediately deleted the original tweet.

Figure 3. Examples of the positive responses (Twitter, 2019c).

Further, the negative response from the Twitter user @waltonkate as shown in **Figure 2** highlights one of the KB advertisements: "*Bapak-Bapak SKSD (Sok Kenal, Sok Dekat) Banget, Ngajak Ngobrol di Kereta!*" ("There's a man who is being overfriendly, he's trying to have a conversation!"). In essence, the response only expresses objection to one of the campaign statements, as @waltonkate tweeted, "*Iklan lainnya di kampanye baik-baik saja. Hanya yang ini yang bermasalah*" ("The other campaigns are good, except this one"). For some feminists, this statement was perceived as leading to the potential for any form of harassment in public transportation. This response was followed by many other responses, which also agreed that the case could potentially lead to harassment in public places, especially in public transportation. Some users also shared their experiences when they responded to strangers who were initially being friendly, but ended up getting harassed. These bad experiences for some people, especially women, have become the foundation for the main criticism of the outdoor media content created by KB. Nevertheless, there are also many users who support this advertisement, stating that KB has good intentions to remind people to always have good prejudices toward others. **Figure 3** shows the support or any form of positive responses on Twitter. However, based on information obtained from the PR Manager, the contrary responses from Twitter users immediately snowballed, and the more that people mentioned and tweeted about it, the more it spread to the inner circle of feminist and activists and to some people who focused on advertising agencies, especially in terms of copywriting.

Merespon kritik dan saran dari teman-teman di twitter, meminta maaf atas salah satu konten media luar ruang kami yang kurang sensitif.

Translate Tweet

Di bulan Ramadhan, ⁞   ⁞ menyebarkan seri konten media luar ruang. Konten tersebut adalah upaya kami untuk mengajak kita lebih berempati dengan melihat sisi lain dari cerita setiap orang.

Kami telah membaca berbagai respon dari teman-teman dan menyadari salah satu konten menimbulkan rasa tidak nyaman.

Untuk itu, **kami meminta maaf.**

Kami percaya *feedback is a gift,* kami sangat berterima kasih atas kritik dan saran teman-teman. Sebagai tindak lanjut, kami akan menurunkan konten tersebut.

Hal ini jadi pelajaran bagi kami untuk menyampaikan pesan kebaikan dengan cara yang lebih baik lagi.

Salam hangat,
K⁞

12:55 · 15 May 19 · TweetDeck

Figure 4. Clarification tweet from KB (Twitter, 2019d).

3.1. Question 1: What was the first step taken by KB when this criticism appeared?

The first action taken by the KB team in response to its critics was initiating a discussion in the WhatsApp group, as the controversy blew off at night and outside of standard working hours. The next day, the KB team immediately held a meeting in the morning, wherein they have come up with the decision to issue a clarification statement on Twitter made by the content team and the PR team. When KB received the responses, such as mentions, replies, retweets, or likes on Twitter, the team monitored which accounts were considered the most influential by tweet tracking on their Mention tab. Then, after checking one by one and seeing the scale of the polemic in its spread to many inner circles, KB finally decided to make an official statement (**Figure 4**). For KB, social media exists as one entity for which suggestions and input from the public must also be considered. So, KB does not believe that it is right or that the content is either true or false; rather, KB believes some input must be heard. Thus, this focus becomes an important motivation for KB because the input or criticism from outside parties is deemed an urgent matter. For this reason, KB immediately decided to issue a clarification in less than 24 hours.

> *From the issue spread until we made clarifications, it didn't last 24 hours. It means that [for] social media as an entity, we care about the advice and input of others. So, we don't feel we are right, we don't see content [for] whether[it] is right or wrong, but we see that there is input to be listened [to].*

3.2. Question 2: What was the follow-up done by KB after taking the first action?

Many parties responded positively to the clarification, although some Twitter users expressed regret and noted that KB should not need to provide clarification. However, those who objected to the content acknowledged and appreciated the

apology from KB. In addition, KB has also decided to withdraw the advertisement from the public spaces, and the offending content was replaced with another content. According to the KB team, for those who had positive responses to the advertisements, pulling out the content from public setting will not disrupt their activities. However, because those who are against the content may feel disadvantaged, KB chose to withdraw the content and to act as quickly as possible to reduce the negative effects or the losses that may have arisen.

> *So as a form of our responsibility and response, we withdraw the content, we replace it with other content. ...That's why we choose [sic] to reduce the negative effects or losses that arise from the content as much as possible.*

3.3. Question 3: What was the effect after these actions were taken? Was it effective enough to deal with the crisis?

A few days after KB provided the clarification, many social media users were still discussing the clarification and the criticisms. However, the clarification from KB was determined to be effective in toning down the criticism from some people who had felt offended, making the situation beneficial. Many social media users thanked KB and gave their appreciation about the clarification (**Figure 5**). Although the move prevented some criticism online, some small debates continued to appear on Twitter, and some of them have moved way beyond the topic. According to the interview results, this case was not considered a crisis for the organization but instead an important lesson for KB to be more considerate to sensitive issues in society when producing

content. In addition, the quickness of KB's response to those who felt upset by the content was also an important key lesson in maintaining a good relationship with the community.

3.4. Question 4: What was the impact caused by the criticisms for the organizational activities? Did this experience affect the amount of donations and other transactions?

Criticism from some groups of people did not have a significant impact on organizational activities; moreover, it did not affect donation activities. Criticism mostly came from a feminist point of view on the content, which have offended some women who try to protect themselves from strangers in an experience that potentially results in harassment. These criticisms sprouted in small amounts; nevertheless, it was heard by other social media users, which eventually blew out of proportion on Twitter. However, the aspirations conveyed by the feminist group must still be considered, and the controversy must be addressed and clarified to eliminate any misunderstandings between one another. Apart from this criticism, donation activities continued as usual, and the number of transactions was not reduced, even when this criticism was being widely discussed or after the clarification had been issued.

> *Even last week, we recorded 40.000 donations a day at KB. So, it [the advertisement and criticism] does not affect the transaction[s]... The point is [that the] KB content team feels what we did is insensitive [, and] so it offends a certain group.*

Figure 5. Responses after the clarification (Twitter, 2019e).

3.5. Question 5: Do you have any specific guidelines or general rules regarding crisis management?

In dealing with public criticism, KB does not have any specific guidelines when taking action. However, KB does have the principle of being "customer-oriented" and "customer-driven," such that every decision must be oriented to the needs or interests of the customer. Being *customer-oriented* means aligning products and services based on customer requirements (Kohne, 2009). *Customer requirements*, in this case, include the needs, the requests, and the situations and conditions of the customer. This policy must consider how the public situation manifests and the main objectives of the policy so that goals can be achieved. Therefore, KB considers that listening to criticism, suggestions, and any feedback from the community is important in providing better service.

> *We don't have any manuals. But we have a customer oriented, customer-driven principle. ...In this context, although most of the protests may have*

never used KB, but we consider netizens to be one who raised KB too. So, we think of them as our customers too.

Although every decision involving the society aspirations has a customer-driven principle, handling each case will use different crisis management actions and approaches. So far, KB has dealt more frequently with product management crises. However, for content cases, this was the first experience in which KB received criticism on Twitter. So, this case is also an important lesson for KB to handle criticism and input from social media as feedback from the public.

> *For this context, we must be more sensitive for content production. We have to see about the content that we make [to determine] if it's offensive to certain communities or not, which is indeed a major concern. Or, whether the content that we created is about to discredit certain groups or not.*

Thus, for this case, KB can learn two important lessons in dealing with a content crisis. First, having a sense of urgency is needed in responding to feedback from the public, whether in the form of criticism,

input, or suggestions or in the form of support. Second, sensitivity is needed in creating any content to determine whether it is offensive to certain communities, if it discredits certain groups, or if there are groups of people who do not accept the content and other issues. For the second lesson, consideration of content sensitivity can be a step to prevent a crisis. In this case, being customer-driven becomes the main principle in taking any actions and decisions; therefore, KB can consider a decision through two different perspectives, which is from those who will feel disadvantaged and for those who do not feel disadvantaged. Because this current study uses a semi-structured interview, we also ask whether this case is a crisis for KB or not. In response, the PR Manager noted this case was not a crisis but instead an important lesson in creating content for the next campaign.

> *No [this is not a crisis], but it's an important lesson for us… this happens not because [of] offending netizen[s], but offending certain groups. And that [potential offense] makes the certain groups [that] don't accept it [,] and it becomes noisy outside.*

According to Mitroff (1994), quoted by Coombs (2015), when a crisis has occurred, the crisis team must work to do the following: (1) prevent the spread of the crisis to areas of the organization or environment that are not affected and (2) limit the duration of conflict or crisis. Internally, the crisis team must collect and process information in order to come up with a decision. Externally, stakeholders must be informed of the crisis and the actions that must be taken to overcome it, including reporting the organization's progress toward recovery (Coombs, 2015). According to Coombs (2015), the ideal implementation of crisis management is to create a special crisis management team whose function is to proactively take charge of three aspects: *issue management*, *reputation management*, and *risk management*. However, the crisis communication discussion conducted by KB currently uses the team that is responsible for the crisis. In this specific case of content criticism, the teams who are responsible for the content are the PR team and the content team.

> *We didn't make any specific teams. We just monitor which accounts are considered the most influential and who was the trigger. …Finally, until we see the scale, for us it's time to make clarification because it has spread to many inner circles. …Part of the organization who made the clarification are the content team and the PR team.*

4. DISCUSSION

The rise of social media has added new challenges to crisis management for an organization or company. In this study, the KB case provides an example in which a crisis arose from the contention on Twitter, which means that the critics appeared online. Meanwhile, the advertising itself under discussion was published offline in a public transportation setting. Before a social media user brought it online, no one complained about the advertisement; or, it is possible that some people may have felt uncomfortable because of the advertisement but that they did not know how to express their inconvenience. Although KB has other social media accounts that are also filled with similar content, for this case, the criticism

appeared only on Twitter, whereas the content was praised on other social media. That is why KB provides clarification only on Twitter.

Different types of social media also require different handling strategies. According to Coombs (2015), discussions for external crisis communication in social media must include three elements: form, strategy, and content. *Form* is how responses should be presented and is a tactical aspect of crisis communication. *Strategy* emphasizes the way crisis communication is used to achieve certain results. *Content* is what is said and is an extension of strategy (Coombs, 2015).

Table 1. Guidance for using crisis response strategies (Coombs, 2015)

Crisis Response Strategy	Asset for Crisis Communication	Liability for Crisis Communication	Most Appropriate Situation
Attacking the accuser	Refutes claims that a crisis exists	Builds sympathy for attacker. Offends victims	Rumor crisis
Denial	Refutes claims that a crisis exists	Offends victims	Rumor crisis
Scapegoating	Eliminates responsibility for a crisis	Angers victims and non-victims	Should be avoided
Excusing	Reinforces minimal responsibility for the crisis	Angers victims and non-victims	Crises with low levels of crisis responsibility
Justification	Reinforces minimal damage from the crisis	Angers victims and non-victims	Crises with low levels of crisis responsibility
Compensation	Indicates organization is taking responsibility for the crisis	Increase expense for the organization	Any crisis with visible victims
Apology	Organization accepts responsibility for the crisis	Increase expense for the organization	Any crisis where there is evidence that the organization is the primary actor responsible for the crisis
Reminding	Adds positive information about the organization	Victims and non-victims may view it as an attempt to distract from the crisis	When an organization has a favorable prior reputation
Ingratiation	Adds positive information about the organization	Victims and non-victims may view it as an attempt to distract from the crisis	Any crisis that involves help from outside actors
Victimage	Builds sympathy for the organization	Victims and non-victims may view it as an attempt to distract from the crisis	Product tampering, hacking, workplace violence, and natural disaster crises

The form is presented by the KB team in pictorial tweets. This presentation is due to the limited number of characters allowed by Twitter for as many as 280 characters in one tweet. Meanwhile, the message that KB sought to convey required more than 280 characters; thus, the clarification was conveyed through pictures containing the statement. The strategy of KB to calm the Twitter situation was to convey their good intentions and also to state that they had read and noticed responses from Twitter users, as well as to thank them for their criticism and suggestions.

The form in responding to crises includes the first public statement made by a spokesperson about the crisis, typically delivered through mass media or the Internet (Coombs, 2015). There are three elements recommended by Coombs (2015) in providing crisis response: (1) *respond quickly*, which means responding to a crisis immediately but still paying attention to the effectiveness of communication; (2) *speak with one voice (consistency)*, which is coordinating with other divisions within the company to convey the same information to the public; and (3) *openness*, which is the transparency of an organization to be willing to provide and disclose information honestly. In practice, KB has achieved all three of these goals as follows: by providing clarification in less than 24 hours; by coordinating with other team members through the WhatsApp group and holding meetings the next day, which produced a structured message to be used as the clarification; and by being willing to convey the original intention and the purpose of making the advertisement, which was followed by apologies and

withdrawal of the outdoor media content as a follow-up to criticism.

Communication has verbal and nonverbal aspects (Ruben & Stewart, 2006). Therefore, crisis response strategies should involve words (*verbal aspects*) and actions (*nonverbal aspects*) directed to deal with the crisis. Many strategies can be used to respond to crises. **Table 1** shows guidelines for using a crisis response strategy based on a research by Coombs (2015). When referring to other literature, Smith (2013) also stated that effective PR involves actions and words. Ideally, actions and messages work side by side, complementing each other when an organization interacts with the public. The planning process step will focus on decisions about action strategies to achieve the goals and objectives of the organization. Communication strategies can be proactive or reactive (Smith, 2013). *Proactive strategies* are sometimes taken by an organization to take the initiative to involve the public; these strategies allow an organization to launch a communication campaign under conditions that are in accordance with the organization's schedule and interests. Conversely, *reactive strategies* respond to the influence and opportunities of the organizational environment. Proactive and reactive strategies are summarized in **Table 2**.

The text in italic and bold in Tables 1 and 2 represents the crisis communication strategy adopted by KB in this case. The key proactive strategy taken by KB was transparent communication (Smith, 2013). *Transparent communication* has been described as the idea that open and observable activities help the public understand the organization and support its actions. Transparent communication is

related to the purpose of awareness to increase public knowledge and understanding of the actions taken by organizations (Smith, 2013). This proactive action is clearly carried out by KB because not all Twitter users disagreed on the advertisement, and also some

supported the content. Therefore, KB transparently conveyed their intentions and purpose for making such content, which can be accessed and seen by the public on their Twitter account.

Table 2. Typology of proactive and reactive public relations strategies (Smith, 2013)

Proactive Strategy	Action	Organizational performance
		Audience engagement
		Special events
		Alliances and coalitions
		Sponsorships
		Strategic philanthropy
		Activism
	Communication	Publicity
		Generating news
		Newsworthy information
		Transparent communication
Reactive Strategy	Pre-emptive action	Prebuttal
	Offensive response	Attack
		Embarrassment
		Shock
		Threat
	Defensive response	Denial
		Excuse
		Justification
		Reversal
	Diversionary response	Concession
		Ingration
		Disassociation
		Relabeling
	Vocal commiseration	Concern
		Condolence
		Regret
		Apology
	Rectifying behavior	Investigation
		Corrective action
		Restitution
		Repentance
	Deliberate inaction	Strategic silence
		Strategic ambiguity
		Strategic inaction

For the reactive strategies, those used by KB were as follows: excuse, apology, and corrective action/compensation (Smith, 2013; Coombs, 2015). *Excuse* is a defense strategy that is commonly used by giving reasons by which the organization tries to minimize responsibility for losses or mistakes. *Apology* is showing regret for mistakes or losses that have been made by the organization, and this strategy is usually followed by accountability in the form of corrective action or compensation. *Corrective action or compensation* is the step taken in order to overcome the problem, repair the damage or loss, and prevent the incident from happening again (Smith, 2013; Coombs, 2015). In this case, the corrective action taken by KB was to withdraw the advertisement from the public transportation setting, replacing it with another content. In addition, to prevent a similar case from happening in the future, KB is willing to be more careful and sensitive in making content so it will not offend certain community groups.

Apart from this discussion about crisis management, it is important to add a discussion of the findings in the Results section. The PR Manager said that this event was not a crisis for the company. The authors agree that this case was not a crisis for the company because it did not affect the activities of the organization and it did not reduce donation activities and transactions. However, as a crowdfunding company that facilitates good people to help others and upholds the goodness of humanity, KB unconsciously experienced a crisis in the values embedded in the society. Although not a crisis on a major scale and a crisis only experienced by certain groups, KB still perceived that they were also responsible for protecting the aspirations of minority groups for the sake of humanity. Therefore, it was important for them to apologize and to provide clarification as a form of responsibility and as well as to resolve the controversies that occur in the society.

Finally, it is important to address the strengths and weaknesses of this study. The strength of this study is it has provided a new perspective on creating a social campaign in which an organization ought to have a better consideration about the goals and the objectives of the campaign and also to consider sensitivity to minority groups. In addition, in context of the existing literature, this study provides advice and recommendations on what actions can be taken by a company or organization when facing a crisis. One of the suggestions from the literature that is also applied in this case is the importance of giving a fast response to criticism. Based on this case, the public will respect the organization because they respond immediately to the criticism, which only shows that the organization is responsible for addressing the controversy.

Meanwhile, the weakness of this study is the qualitative data collection from Twitter because this source can change quickly and cannot be controlled by researchers; tweets can be deleted from Twitter any time and then are difficult to find, such as the example of the original tweet from the KB employee, as noted in the Results section. Moreover, this study only elaborates one sample case, so that it does not compare findings with previous studies and evaluate the theory.

5. CONCLUSION

In practice, each company or organization uses different approaches to

crisis management. The use of a crisis communication strategy depends on the type of crisis, the cases they face, the needs of the company, and the company's resources. In the case of KB, the crisis arose from the criticism of an advertisement posted as outdoor media content that offended a group of people and feminist activists who fight against any form of harassment in public places. In contrast, KB initially had good intentions to invite people to be prejudiced and empathize with others. For some people, however, those good intentions are deemed irrelevant because they have had bad experiences of responding to a stranger in a public transportation setting. Although for KB this case was not a crisis that threatened the company's reputation, this case was an important lesson to be more careful in creating content. This experience also was an important lesson in crisis management at the prevention level so that in the future nothing similar will happen.

Many sources in the literature and studies discuss crisis management. In essence, an organization or company is advised to create a special crisis management team as a preventive action for a severe crisis in the future because the trigger can come from inside or outside the company. The function of this crisis management team is not only to work when a crisis occurs or to prevent and repair losses, but also to work as a guardian of the company's reputation that increases public awareness through proactive actions. A crisis management team can be formed on an ad hoc basis from existing members, so that when a crisis occurs, the team can immediately begin work according to the tasks and objectives to be achieved, and when there is no existing crisis, each member can work according to their respective initial assignments.

REFERENCES

[1] Belleflamme, P., Lambert, T., & Schwienbacher, A. (2014). Crowdfunding: Tapping the right crowd. *Journal of Business Venturing*, *29*(5), 585–609. https://doi.org/10.1016/j.jbusvent.2013.07.003

[2] Brown, R. (2009). *How to use social media and web 2.0 in communications*. London: Kogan Page Limited.

[3] Charest, F., Bouffard, J., & Zajmovic, E. (2016). Public relations and social media: Deliberate or creative strategic planning. *Public Relations Review*, *42*(4), 530–538. https://doi.org/10.1016/j.pubrev.2016.03.008

[4] Coombs, W. T. (2015). *Ongoing Crisis Communication - Planning, Managing, and Responding Fourth Edition*. California: Sage Publications.

[5] Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, *53*(1), 59–68. https://doi.org/10.1016/j.bushor.2009.09.003

[6] Ki, E. J., & Nekmat, E. (2014). Situational crisis communication and

interactivity: Usage and effectiveness of Facebook for crisis management by Fortune 500 companies. *Computers in Human Behavior*, *35*, 140–147. https://doi.org/10.1016/j.chb.2014.02.039

[7] Kohne, A. (2009). *Business Development - Customer-oriented Business Development for Successful Company*. Dortmund, Germany: Springer Vieweg.

[8] Macleod, S. (2001). The evaluation of PR on the Internet. *Journal of Communication Management*, *5*(2), 179–188. https://doi.org/10.1108/13632540110806767

[9] Magno, F. (2012). Managing Product Recalls: The effects of time, responsible vs. opportunistic recall management and blame on consumers' attitudes. *Procedia - Social and Behavioral Sciences*, *58*, 1309–1315. https://doi.org/10.1016/j.sbspro.2012.09.1114

[10] Mansor, F., & KaderAli, N. N. (2017). Crisis management, crisis communication, and consumer purchase intention post-crisis. *Global Business & Management Research*, *9*(4), 60–79. Retrieved from http://ezproxy.javeriana.edu.co:2048/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=127011673&lang=es&site=ehost-live

[11] Rakow, L. F. (2011). *Commentary: Interviews and Focus Groups as Critical and Cultural me*.

[12] Ruben, B. D., & Stewart L. P. (2006). *Communication and Human Behavior Fifth Edition*. Boston: Pearson Education

[13] Smith, S., & Gonza, A. (2008). *Crisis Communications Management on the Web: How Internet-Based Technologie... 16*(3).

[14] Smith, R. D. (2013). *Strategic Planning for Public Relations.* New York: Routledge.

[15] Taylor, M., & Perry, D. C. (2005). Diffusion of traditional and new media tactics in crisis communication. *Public Relations Review*, *31*(2), 209–217. https://doi.org/10.1016/j.pubrev.2005.02.018

[16] Twitter. (2019a). Outdoor Media Content of KB.com. Retrieved May 30, 2019, from https://twitter.com/wasborninmay/status/1130463909301743618

[17] Twitter. (2019b). Example of the Negative Responses. Retrieved June 17, 2019, from https://twitter.com/search?q=KB&src=typed_query

[18] Twitter. (2019c). Example of the Positive Responses. Retrieved June 17, 2019, from https://twitter.com/search?q=KB&src=typed_query

[19] Twitter (2019d). Tweet of KB Clarification. Retrieved May 27, 2019, from https://twitter.com/KBcom/status/1128539381717856257?s=19

[20] Twitter. (2019e). The Responses After the Clarification. Retrieved June 17, 2019, from

https://twitter.com/search?q=KB&src
=typed_query