

CRISIS RESPONSIBILITY IMPACT ON CUSTOMER LOYALTY EIGER THROUGH POST-CRISIS REPUTATION

Sinjaya Kusuma, Cendera Rizky A. Bangun

Undergraduate Program of Communication Science, Universitas Multimedia

Nusantara

Email: sinjayakusuma@gmail.com

Received: 9 September 2021; Revised: 15 November 2021; Accepted: 2 December 2021

Abstract

PT Eigerindo Multi Produk is a company that produces outdoor, travel, and riding equipment. In early 2021, Eiger was hit by a crisis due to issuing objection letters to several Youtubers who had poor video quality. This was concluded as one of the failed PR activities. Eiger published several responses to deal with this crisis and made a discount program to its audience as a form of responsibility for the crisis. The purpose of this study was to determine whether the crisis responsibility affected the loyalty of Eiger customers with a post-crisis reputation as an intervening variable. This study uses an explanatory quantitative approach involving 265 respondents selected using non-probability purposive sampling technique with criteria that respondents must know this case and have used Eiger products. This study uses path analysis as a data measurement technique to prove whether there is a relationship between the variables in this study. Path analysis was carried out using the AMOS 26 tool. The results showed that a post-crisis reputation was a partial-mediation intervening variable. The direct effect in this study is more prominent than the indirect effect.

Keywords: Crisis Responsibility, Customer Loyalty, Eiger, Post-Crisis Reputation

Abstrak

PT Eigerindo Multi Produk merupakan perusahaan yang memproduksi alat-alat outdoor, travel, dan riding. Pada awal 2021, Eiger sempat dilanda krisis dikarenakan pemberian surat keberatan kepada beberapa Youtuber yang memiliki kualitas video yang kurang baik. Hal ini banyak disimpulkan sebagai salah satu aktivitas PR yang gagal. Untuk menghadapi krisis ini, Eiger memuat beberapa tanggapan dan membuat program diskon kepada khalayaknya sebagai bentuk dari tanggung jawab krisis tersebut. Tujuan penelitian ini adalah untuk mengetahui apakah tanggung jawab krisis tersebut berpengaruh terhadap loyalitas pelanggan Eiger dengan reputasi pasca-krisis sebagai variabel mediator. Penelitian ini menggunakan pendekatan kuantitatif eksplanatif yang melibatkan 265 sampel yang dipilih menggunakan Teknik non-probability sampling, purposive sampling dengan kriteria sampel yang harus mengetahui kasus krisis Eiger serta pernah menggunakan produk Eiger. Penelitian ini menggunakan path analysis sebagai teknik pengukuran data untuk membuktikan apakah ada hubungan antar variabel yang ada di dalam penelitian ini. Path analysis yang dilakukan menggunakan bantuan perangkat AMOS 26. Hasil penelitian menunjukkan bahwa reputasi pasca-krisis sebagai variabel intervening yang bersifat partial-mediation. Pengaruh langsung dalam penelitian ini lebih besar dibandingkan pengaruh tidak langsung.

Kata Kunci: Eiger, Loyalitas Pelanggan, Reputasi Pasca-Krisis, Tanggung Jawab Krisis

Introduction

PT Eigermulti Multi Produk Industry is a company that houses one of the well-known outdoor brands, Eiger. Eiger is a local brand that produces outdoor equipment with unquestionable quality (Anjani, 2019). Even among lovers of outdoor activities in Indonesia, Eiger can compete with foreign products such as Deuter and Fjällräven. However, these achievements were disgraced when Eiger wrote an objection letter to a Youtuber called Duniadian. The objection letter allegedly arises because a Youtuber with the actual name Dian Widyanarko made a video review of one of the Eiger products, namely Kerato Glasses. The video received criticism from Eiger through the objection letter because it was considered poor video quality (Fajrian, 2021).

When Duniadian tweeted via Twitter and Facebook on January 28 when Eiger sent an objection letter to the Youtuber, this became a dialogue. The tweet stated that the Youtuber was surprised to receive the letter because the review given was honest and was not endorsed by any party. Dian also added that he was a long-time user of Eiger products and was disappointed with the objection letter (Fajrian, 2021).

Various responses came, many regret that this incident occurred. Eiger is considered to have had a good reputation based on its products. Eiger's customer loyalty also cannot be underestimated. Many of them commented, saying that they are Eiger users and decided to boycott Eiger.

It is known that Eiger responded by apologizing to this case three times (Mustika, 2021). The first is an official letter published the same day as Dian Widyanarko's tweet, January 28, 2021. The second is a post with a non-formal approach via Eiger social media on January 29, 2021. The last is a video apology from the CEO of Eiger, Ronny Lukito, which was uploaded via Eiger's Youtube channel and other social media (Prakoso, 2021). Eiger carried out all three as a form of Eiger's responsibility for the crisis that occurred.

In his statement, the CEO of Eiger, Ronny Lukito, indirectly confirmed that Eiger carried out an intentional element in this case. Although Coombs (2015) says that no company intentionally causes a crisis, (Brown & Ki, 2013) classify crises caused by intentional or conscious actions by the company as deliberate crises. In this case, through its CEO, Ronny Lukito, Eiger knowingly sent these objection letters to several creators. This can be classified as a deliberate crisis based on the Brown and Ki

conclusion. In addition to apologies, Eiger also thanked loyal Eiger users, commonly called Eigerians, on February 12-14, 2021, by giving discounts for all types of Eiger goods by 20-50 (Khairunnisa, 2021). Based on the background, the Situational Crisis Communication Theory Model will be the main theory for this study. This model will describe the relationship between the crisis and its impact on the company.

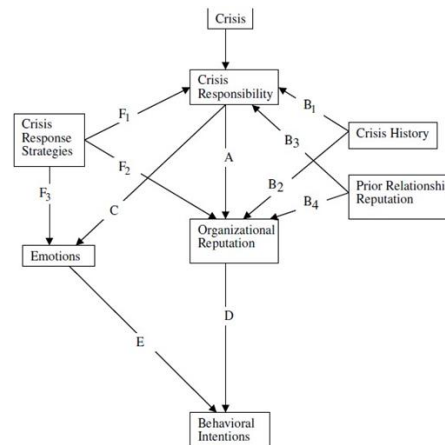


Figure 1. Situational Crisis Communication Theory Model (Coombs, 2013)

From that model, Coombs and Holladay (2011) add that the worse the reputation of a company before the crisis, the greater the responsibility that the company must give, and vice versa, the better the reputation of the company will make less responsible. From that model, we can conclude that crisis responsibility can affect an organization's reputation by being influenced by other factors such as crisis response, crisis history, and prior relationship reputation, as well as the organizational reputation that can affect behavioral intentions or consumer behavioral intentions along with emotions that also affect behavioral intentions. According to Jorgensen in Coombs & Holladay (2011), consumer behavioral intentions can be in the form of purchase intention, purchase decisions, and negative word of mouth. Liu, Marchewka, Lu & Yu (2005) said that behavioral intentions are when consumers have related in several dimensions, such as repeat purchases, recommending to others or recommending to others, and positive behavior or positive comments related to products. These dimensions are considered similar to the dimensions of customer loyalty presented (Griffin, 2005).

In conducting research, previous studies are needed as a reference in conducting this research. The first previous research is the research of Wulandari in 2011. Her research uses the variable of corporate responsibility in overcoming the crisis and the variable of corporate reputation (Wulandari, 2013). This first has succeeded in proving the hypothesis that there is an influence between corporate responsibility in overcoming the crisis and the company's reputation. The subsequent research is from Fransiska (2019). Her research focuses on the variable of corporate responsibility and its influence on the variable of corporate reputation, especially the post-crisis reputation. As a result, the ORP theory can describe crisis responsibility well, although there was no significant difference in this study of each crisis responsibility strategy. Subsequent research from Mason (2019), the similarities in terms of the intervening variables and the theory used, the measuring instrument for the reputation variable was inspired by this study which used the ORP (Organizational Reputation Scale) scale, the second study conducted a study using an experimental study method with a repeated measure counterbalancing treatment design.

In contrast, the research was conducted with quantitative methods to see the influence between variables. Another research is conducted by Iswadi & Tiasity (2015), aimed to find out about the influence between company reputation, in this case, PT Pos Indonesia, especially the Sukoharjo branch, on customer loyalty for shipping services from the same company. The fourth study has several objectives, namely, to determine the effect of PT Pos Indonesia's Sukoharjo Branch Office reputation on the customer loyalty of the same company, followed by knowing the effect of quality service on customer loyalty, knowing whether quality service moderates the company's reputation on customer loyalty, and knowing whether quality service moderates the effect of customer trust on the customer loyalty of the Sukoharjo branch company. This study succeeded in revealing that there is a relationship between reputation and loyalty, trust and loyalty, quality service and loyalty, moderate service quality and company reputation, and service quality on customer trust and loyalty.

According to the SCCT theory, crisis responsibility has a significant impact and influence on a company's reputation when viewed by the public, especially in a state of crisis and their affective and behavioral responses to the organization after the crisis (Coombs & Holladay, 2011). Coombs and Holladay (2011) added that crisis

responsibility is the main factor in determining the threat that the crisis will cause. SCCT's initial research sought to identify the factors that shape crisis responsibility, the dangers posed by crises, and how companies respond to crises (responsibility). Based on this, this study examines how Eiger's crisis responsibility influences Eiger customer loyalty through the post-crisis reputation with the situational crisis communication theory or SCCT model as the primary reference.

Method

This study uses a quantitative approach and is explanatory by distributing questionnaires which will be used as the primary data for path analysis to determine the effect of the variables in this study. In research that uses the crisis responsibility variable, we can use the measuring tools proposed by Griffin, Babin, and Darden (Coombs & Holladay, 2011) and personal control from McAuley, Duncan, and Russell (Coombs & Holladay, 2011). However, another study found that the scale proposed by them has several weaknesses, so it is doubtful to explain crisis responsibility (Brown & Ki, 2013). The Griffin, Babin, and Darden scales do succeed in measuring aspects of organizational error but fail to measure other elements that are not important such as intentional and preventive elements (Brown & Ki, 2013). Although the McAuley, Duncan, and Russell scales have a SCCT background, the McAuley, Duncan, and Russell scales only measure individual attributions and not organizational or company attributions. Brown & Ki (2013) further rearranged the scale used to measure crisis responsibility. Through their research, Brown & Ki (2013) succeeded in formulating four dimensions of crisis responsibility: intentionality, preventability, fault, and locality. However, the final dimensions for crisis responsibility are intentionality, accountability, and locality (Brown & Ki, 2013). Brown and Ki (2013) break down those dimensions into 14 statements in their research. However, in this study, it will be adjusted to 17 statements.

The sampling method was carried out using a probability purposive sampling method with the condition that the respondents must have purchased or used Eiger products, the respondents were 17-55 years old, and knew how Eiger handled this case. In determining the number of respondents, the formula proposed by Hair, Babin, Anderson, and Black (2014) says that the number of research samples as much as

possible uses a ratio of 5:1 to 50:1 with research statements, five respondents each one statement up to 50 respondents for one statement. Based on the formula, it is known that the minimum number of respondents in this study is 240 people obtained from 48 statements in the questionnaire multiplied by 5.

This study uses a non-probability purposive sampling technique in determining who can be sampled for this study. There are several conditions such as having or having purchased an Eiger product, knowing the Eiger crisis and how the Eiger has overcome the crisis, and being 17-55 years old. Later the search for 240 respondents will focus on nature lovers and mountaineering communities such as *Komunitas Pendaki Gunung Indonesia Raya*, *Mahasiswa Pecinta Alam*, and regional communities of Eigerian. This is because the primary target market of Eiger products is nature lovers. The questionnaire was distributed using Google Form circulated through various social media that included these communities.

Results and Discussion

This study employed path analysis to test relationships between crisis responsibility, Eiger's post-crisis reputation, and Eiger's customer loyalty. Before entering the path analysis, it is necessary to test the feasibility of the model. In the model feasibility test, the RMR value is 0. The value $0 < 0.05$ and the GFI value is 1, the GFI value is $1 > 0.9$. These two indicators prove that the model used in this study is feasible, and we can continue to determine the Path analysis. After conducting a feasibility test of the model, then proceeding with a path test or path analysis using the AMOS version 26 device, we obtained the following results:

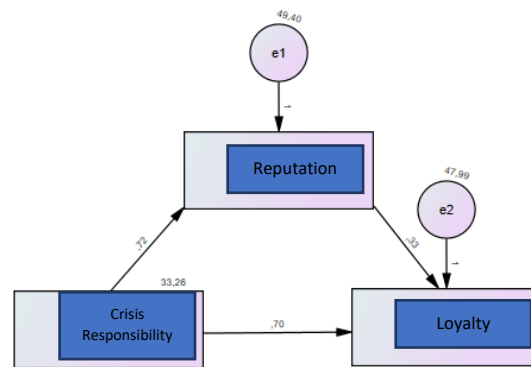


Figure 2. Path Analysis result using AMOS 26

To help simplify those charts, a simplification table of the path analysis results is made as follows:

Table 1. Path Analysis Explanation

Direct effect	Path Coeff.	Std. Error	P-Value	R-Square
X → Z	0,722	0,073	***	0,26
X → Y	0,702	0,085	***	0,419
Z → Y	0,327	0,06	***	0,159

Based on table 3, it is known that variable X, namely crisis responsibility, has a significant influence on variable Z or post-crisis reputation. In addition, it is also known that the value of the path coefficient between variable X, namely crisis responsibility, is 0.722 and is positive for variable Z or post-crisis reputation. This means that there is a significant and positive influence in this path on the variables. The R square value in this path is 0.26. This means that crisis responsibility can explain the post-crisis reputation by 26%, while other factors explain the additional 74%.

Variable X, namely crisis responsibility, also significantly influences the Y variable of customer loyalty with the value of the path coefficient between the X variable, namely crisis responsibility, which is 0.702 and is positive for the Y variable or customer loyalty. This means a significant and positive influence in this path on the

variables. The R square value in this path is 0.419, and this means that the crisis responsibility variable explains other factors explain 41.9% of the loyalty variable and the other 51.1%.

Furthermore, the Z variable or post-crisis reputation significantly influences the Y variable or customer loyalty with the path coefficient value of 0.327 and positive. The R square value of this path is 0.159. This means that the post-crisis reputation variable can explain the customer loyalty variable by 15.9% while other factors explain the other 84.1%.

The Sobel test was conducted to measure the feasibility of the post-crisis reputation variable as an intervening variable, and the following results were found:

Table 2. Sobel Test Result

Indirect Effect	Value from Indirect Effect	Value from direct effect	Z Sobel	Note
Variable X (<i>Crisis Responsibility</i>) to Variable Y (Customer Loyalty) Through Variable Z (Post-Crisis Reputation)	0,236	0,702	4.76	Z sobel > 1.96 then the indirect effect of variable X to Y through Z is significant (Ghozali, 2011, p. 105)

Based on the table above, it is known that there is a significant indirect effect between variable X or crisis responsibility on variable Y or customer loyalty through variable Z or post-crisis reputation with an indirect influence value of 0.236. 0.236 < 0.702, meaning that the indirect effect is smaller than the direct effect.

This study uses one theory with a negative dimension. This is a post-crisis reputation variable using dimensions from the Coombs-refined McCroskey ORP scale. Therefore, for research purposes and to simplify the calculation of this negative scale, it is converted to the opposite number from other scales such as crisis responsibility and customer loyalty. The post-crisis reputation scale changed the answer strongly disagreed to number 4, disagreed to number 3, agreed to number 2, and strongly agreed to number

1. After that, all theories that were translated into dimensions and indicators of each variable were formed into 48 statements and distributed to a minimum of 240 sample people. However, there are more than 240 respondents in practice, to be exact 265 respondents.

This study proves a relationship between Eiger's crisis responsibility and Eiger's post-crisis reputation. The p-value of these two variables evidence this is 0.0001, which automatically refutes H0 and accepts Ha1 as the result of this study. However, the relationship between these two variables is weak in this study. The correlation coefficient figure, which shows 0.5 proves this. If examined through the PPM scale, the coefficient of 0.5 is a coefficient that is quite strong enough to explain how strong the relationship between variables is. In addition, the path analysis also found that Eiger's crisis responsibility explained 26%, and the remaining 84% were other factors that could explain Eiger's post-crisis reputation.

Several other influential factors are based on the situational crisis communication theory model in producing a post-crisis reputation. Companies take crisis response strategies, such as denial, diminishment, bolstering, or rebuilding posture when a crisis occurs. Each of these strategies will certainly affect the company's reputation after the crisis has passed. The use of diminishment or bolstering strategies will have different outputs with bolstering or rebuilding postures and produce a different post-crisis reputation. In addition to crisis response strategies, there is a history of crisis or past crises in the Eiger. This certainly affects the output in the form of the reputation of the post-crisis Eiger. In this case, the Eiger has never experienced a crisis at all. In addition, there is one factor that is no less important, namely the reputation before the crisis. As previously explained, the Eiger has never experienced a crisis before, and the Eiger is one of the most recommended products because of its good quality. Through these two things, it can be assumed that the reputation of the Eiger was quite good before this crisis. These two things will certainly be one of the provisions for the Eiger to maintain its reputation, especially after the crisis.

In addition, there is a connection between crisis responsibility and loyalty in this study. This is evidenced by the P-value generated from these two variables after obtaining path analysis, smaller than 0.0001. $0.0001 < 0.05$ with this result means the researcher can reject H02 which states that there is no relationship between the two

variables and can accept Ha2. However, the SCCT theory model, which shows that crisis responsibility does not directly affect behavioral intention, shows that the relationship between crisis responsibility and customer loyalty is far from going through various other factors, one of which is post-crisis reputation. The relationship between these two variables can be classified as a fairly strong relationship based on the path coefficient. This is evidenced by the path coefficient value of these two variables, which is only 0.595, which is quite strong when referring to the PPM, which shows that both influences are relatively low. In addition, the crisis responsibility variable only explains 41.9% of customer loyalty. Other factors explain another 58.1%,

In addition to theoretical reasons, there are other reasons that researchers assume. Based on Eiger's reputation as a local outdoor brand with world quality before this crisis case, most likely that the loyalty of Eiger users who are also the respondent in this research is already too large. When referring to Dick and Basu in Buttle and Maklan (2015), customers enter into the loyal phase and make repeat purchases. Thus, this crisis and how Eiger handled this crisis is no longer a problem for these respondents. In addition, this assumption is also strengthened from research conducted by researchers who did not measure the level of respondents' loyalty to Eiger products. It could be that most of the people who were respondents in this study were already in the loyal phase mentioned earlier.

Furthermore, this study also proves a relationship between post-crisis reputation and Eiger customer loyalty. This study only explained that 15.9% of reputation affects loyalty, while other factors influence the other 84.1%. Another thing that can be analyzed is the result of the beta coefficient of these two variables, namely 0.516, which is quite strong. In addition, in the statement representing the refers to others dimension, most respondents agree to recommend Eiger products to their closest people. This can be seen from the mean dimension, which shows the number 3 and or close to 3, which is a conversion from the Likert scale agree.

According to Peppers & Rogers (2017), the strongest assumption of other factors affecting customer loyalty is service and brand equity. In addition, as explained in the previous point, companies can also obtain customer loyalty from a customer relationship program or CRM, which explains 84.1% of these other factors and refers to the last point. Practical things also can influence this result. This study did not calculate

how loyal the respondents were before becoming the research sample. This can affect the results if it turns out that most of the respondents are big Eiger fans or most of the respondents are regular users.

Path analysis is needed to measure the effect of variable X, namely crisis responsibility, on variable Y or customer loyalty through variable Z or post-crisis reputation. The path analysis found an indirect effect between variables X through Z on Y. This is evidenced by the z sobel in this path analysis of 4.76, which is greater than 1.96. It can be concluded that H04 is rejected and Ha4 is accepted. In other words, there is an indirect effect between crisis responsibility on customer loyalty through post-crisis reputation. Based on the results of direct and indirect effects, it is known that the intervening variable in this study or the post-crisis reputation variable has the nature of partial mediation. Partial mediation is the nature of a mediator, in this case, the intervening variable, which has significant properties either through direct or indirect pathways (Collier, 2020). However, when viewed from the path analysis, it is known that the value of the indirect path is smaller than the direct path. What is meant is that the crisis responsibility path to customer loyalty through post-crisis reputation is 0.236 smaller than the direct crisis responsibility path to customer loyalty. This proves that Eiger can directly focus on establishing crisis responsibility because it will be more effective in building loyalty than building crisis responsibility to improve reputation first to build loyalty. For example, in this case, the Eiger could structure responsibilities by giving discounts or membership to Eigerians. This would be much more effective than setting up crisis responsibilities for reputational purposes such as distributing media releases or media conferences.

Based on this test, it can be concluded that although the behavioral intentions dimension proposed by Liu et al. (2005) leads to the customer loyalty variable, this is in line with this study. If referring to the SCCT model, then crisis responsibility and post-crisis reputation will influence purchase intention or purchase decisions, as stated by Jorgensen in Coombs (2013). However, as previously explained, researchers want to investigate further than just purchase intention or purchase decisions because the Eiger itself previously had a good reputation and could be classified as the best outdoor, travel and riding tool in Indonesia. However, they made a fatal mistake. Loyalty is much

deeper than just a desire to buy or a purchase decision, especially since the Eiger is a product with a fairly large fanbase in Indonesia.

Wulandari's research has similar results to this study. Wulandari (2013) found that there was an influence between crisis responsibility carried out by the company on the company's post-crisis reputation, with the significance of this study being $0.003 < 0.05$. However, in Wulandari's research (2013), no measurement was made of how much influence the variable X had on variable Y, but instead focused on the company's kinds of crises and responsibilities. In line with Wulandari's research, this research also proves a relationship between Eiger's crisis responsibility and Eiger's post-crisis reputation. In looking for the relationship between crisis responsibility and customer loyalty, the researcher uses the assumptions put forward by Peppers and Rogers (2017). This is due to the limitations of researchers to find other studies that discuss these two variables directly. According to Peppers and Rogers (2017), crises profoundly impact customer loyalty. This assumption is also in line with the results of this study.

Furthermore, in one hypothesis, Iswadi and Tiasity (2015) want to know whether there is an effect of the reputation variable on customer loyalty with PT Pos Indonesia Sukoharjo branch as the object of research. In this study, it is known that the reputation of PT Pos Indonesia Sukoharjo branch explains 30.2% of the loyalty obtained by PT Pos Indonesia Sukoharjo branch. Loyalty is an attitude that implies that a brand is in customers' minds. The research results by Iswadi and Tiasity (2015) are in line with this study.

Conclusion

Based on the previous discussion, there are several conclusions from this study. The first hypothesis can be accepted because there is a significant influence between crisis responsibility and the reputation of the post-crisis Eiger. This can be seen from the path analysis that has been done previously. Crisis responsibility contributed 26% influence, while other factors influenced another 74%. In addition, the second hypothesis can also be proven because there is a significant influence between crisis responsibility on customer loyalty Eiger. This can be seen from the path analysis that has been done previously. Crisis responsibility contributed to the influence of 41.9%,

while 58.1% other factors that influenced the Y variable, namely customer loyalty, were not explained in this study.

There is also a significant effect of post-crisis reputation on customer loyalty. This proves that the third hypothesis is also acceptable. The influence between these two variables tends to lead in a negative direction. Post-crisis reputation only contributed 15.1% influence on customer loyalty, with another 84.9% influenced by factors not explained in this study. Furthermore, there is a significant indirect effect between crisis responsibility through post-crisis reputation on customer loyalty. Post-crisis reputation has also been proven as a worthy variable as an intervening variable. The indirect effect that occurs is 0.236. Also, it can be concluded that the post-crisis reputation variable has the nature of partial mediation. In this case, partial mediation is the nature of a mediator, the intervening variable, which has significant properties either through direct or indirect pathways. It is also concluded that the indirect effect is smaller than the direct effect; this can be used as a reference for Eiger to prioritize crisis responsibility planning for loyalty rather than through reputation.

Acknowledgements

The authors would like to send their sincere gratitude to Eigerian for providing the data needed on the account's activities during the research process. The authors would also like to thank Universitas Multimedia Nusantara for the help during the research process.

References

- Alviani, A. (2017). pengaruh program employee relations terhadap kepuasan dan motivasi kerja karyawan: survei pada karyawan red communication indonesia. *Fikom UMN*, 46.
- Anjani, H. P. (2019, March 10). *7 Perlengkapan Outdoor Paling Favorit di Indonesia, Suka yang Mana?* Retrieved from idntimes.com: <https://www.idntimes.com/travel/tips/francisca-christy/7-perlengkapan-outdoor-terfavorit-1/7>
- Brown, K. A., & Ki, E.-J. (2013). Developing a Valid and Reliable Measure of Organizational Crisis Responsibility. *Journalism & Mass Communication Quarterly Sage Pub*, 363-384.
- Buttle, F., & Maklan, S. (2015). *Customer Relationship Management*. New York: Minion Pro and Futura Book by Florence Production Ltd.

- Collier, J. E. (2020). *Applied Structural Equation Modeling Using AMOS*. Oxon: Taylor & Francis.
- Coombs, W. T. (2013). Situational Theory of Crisis: Situational Crisis Communication Theory and Corporate Reputation. In C. E. Carroll, *The Handbook of Communication and Corporate Reputation* (p. 268). West Sussex: John Wiley & Sons, Inc.
- Coombs, W. T. (2013). Situational Theory of Crisis: Situational Crisis Communication Theory and Corporate Reputation. In C. E. Carroll, *The Handbook of Communication and Corporate Reputation* (p. 266). West Sussex: John Wiley & Sons, Inc.
- Coombs, W. T. (2014). The value of communication during a crisis: Insights from strategic communication research. *Nicholson School of Communication, University of Central Florida, P.O. Box 161344, Orlando, FL 32816-1344, U.S.A.*
- Coombs, W. T. (2015). *Ongoing Crisis Communication: Planning, Managing, Responding 4th Edition*. Florida: Sage Publications.
- Coombs, W. T., & Holladay, S. J. (2011). *The Handbook of Crisis Communication*. West Sussex: Blackwell Publishing Ltd.
- Dowling, G. R. (2016). *Winning The Reputation Game*. London: The MIT Press.
- Eigeradventure.com. (2021). *About Us*. Retrieved from Eigeradventure.com: <https://eigeradventure.com/about-us>
- Fajrian, H. (2021). *Eiger vs YouTuber, Pelajaran Berharga Brand Hadapi Konsumen*. Retrieved from [katadata.co.id: https://katadata.co.id/happyfajrian/brand/601404d0eebbd/eiger-vs-youtuber-pelajaran-berharga-brand-hadapi-konsumen](https://katadata.co.id/happyfajrian/brand/601404d0eebbd/eiger-vs-youtuber-pelajaran-berharga-brand-hadapi-konsumen)
- Fransiska, S. (2019). Pengaruh Strategi Respon Krisis Terhadap Reputasi Pasca-Krisis Dalam Kasus Kecurangan Flash Sale Tokopedia Studi Eksperimental Pengguna Tokopedia Jakarta. *FIKOM UMN*.
- Ghozali, I. (2011). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Universitas Diponegoro.
- Griffin, J. (2005). *Customer Loyalty: Menumbuhkan dan Mempertahankan Kesetiaan Pelanggan Edisi Terjemahan Bahasa Indonesia*. Ciracas: Erlangga.
- Hair, J. F., Babin, B. J., Anderson, R. E., & Black, W. C. (2019). *Multivariate Data Analysis*. Hampshire: Cengage Learning, EMEA.
- Haryono, S., & Wardoyo, P. (2012). *STRUCTURAL EQUATION MODELING Untuk Penelitian Manajemen Menggunakan AMOS 18.00*. Bekasi: Badan Penerbit PT. Intermedia Personalia Utama.
- Iswadi, A., & Tiasity, R. (2015). Analisis Pengaruh Reputasi Perusahaan dan Kepercayaan Pelanggan terhadap Loyalitas Pelanggan dengan Kualitas Pelayanan Sebagai Variabel Moderasi. *Jurnal Fakultas Ekonomi Universitas Slamet Riyadi Surakarta*.
- Khairunnisa, S. N. (2021, February 13). *Eiger Beri Diskon hingga 50 Persen sebagai Ungkapan Terima Kasih*. Retrieved from Kompas.com: <https://travel.kompas.com/read/2021/02/13/165753827/eiger-beri-diskon-hingga-50-persen-sebagai-ungkapan-terima-kasih>
- Kriyantono, R. (2014). *Teknik Praktis Riset komunikasi Edisi Pertama Cetakan Ketujuh*. Jakarta: PrenadaMedia.

- Lestari, E. V. (2020, November 12). *10 Merk Perlengkapan Outdoor Lokal Terbaik Indonesia Paling Populer!* Retrieved from Cekaja.com: <https://www.cekaja.com/info/merk-perengkapan-outdoor-lokal-terbaik>
- Liu, C., Marchewka, J. T., Lu, J., & Yu, C.-S. (2005). Beyond concern—a privacy-trust-behavioral intention model of electronic commerce. *Information & Management* 42, 289-304.
- Mason, A. (2016). Media Frames and Crisis Events: Understanding the Impact on Corporate Reputations, Responsibility Attributions, and Negative Affect. *Sagepub*, 1-18.
- Mustika, S. (2021). *Heboh 'Surat Cinta' untuk YouTuber, Eiger Minta Maaf*. Retrieved from Detik.com: https://travel.detik.com/travel-news/d-5352776/heboh-surat-cinta-untuk-youtuber-eiger-minta-maaf?_ga=2.252106441.1752562823.1612170084-782734523.1611400528
- Peppers, D., & Rogers, M. (2017). *Managing Customer Experience and Relationships A Strategic Framework Thrid Edition*. New Jersey: John Wiley & Sons, Inc.
- Prakoso, J. R. (2021). *Berikut Permintaan Maaf Lengkap Bos EIGER Soal Surat Cinta ke Content Creator*. Retrieved from Detik.com: https://travel.detik.com/travel-news/d-5362972/berikut-permintaan-maaf-lengkap-bos-eiger-soal-surat-cinta-ke-content-creator?_ga=2.15588726.1752562823.1612170084-782734523.1611400528
- Pratama, G. Y. (n.d.). *Consina vs Eiger: Perang Peralatan Outdoor Lokal, Kualitas Internasional*. Retrieved from iprice.co.id: <https://iprice.co.id/trend/gaya-hidup/consina-vs-eiger-perang-peralatan-outdoor-lokal-kualitas-internasional/>
- Priyono. (2016). *Metode Penelitian Kuantitatif*. Sidoarjo: Zifatama Publisher.
- Siyoto, S., & Sodik, A. (2015). *Dasar Metodologi Penelitian First Edition*. Yogyakarta: Literasi Media Publishing.
- Sugiyono, P. D. (2013). *Metode Penelitian Kuantitatif, Kualitatif dan R & D*. Bandung: Alfabeta.
- Tim Merdeka. (2019, August 28). *Eiger: Produk Kami Lebih Mahal Tapi Punya Nilai Lebih*. Retrieved from Merdeka.com: <https://www.merdeka.com/khas/eiger-produk-kami-lebih-mahal-tapi-punya-nilai-lebih.html>
- Wulandari, T. D. (2011). Pengaruh Tanggung Jawab Perusahaan dalam Menanggulangi Krisis terhadap Reputasi Perusahaan. *Universitas Atma Jaya Yogyakarta*