

NEGATIVE BRAND EVENTS, CORPORATE RESPONSE STRATEGIES, AND CONSUMERS' REACTIONS: THEORETICAL ROOTS, PAST, PRESENT, AND FUTURE

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ABSTRACT

While there have been several scattered studies on the relationship between corporate response strategy and negative brand events, academic efforts have been limited to understanding how the extant body of knowledge is constructed and diffused over time. Thereby, the current paper addresses this gap by using bibliometric methods, including citation, co-citation, and co-occurrence, to analyze how it has emerged and evolved and how it may advance. Bibliometrix R tool is used to analyze bibliographic data. Following the PRISMA approach, journal articles are selected. The sample includes 306 peer-reviewed articles from 134 journals, published between 1986 and 2023, indexed in the Web of Science database. The findings significantly contribute to the field by depicting this domain's intellectual and conceptual structure and reporting what specific topics may gain popularity in future research. The results of co-citation analysis reveal two distinguishable streams, each showing different characteristics of this domain. Four dominant clusters are further identified using co-occurrence analysis based on the keywords. Our findings further reflect a substantial influence of psychological perspectives, communication theories, management, and public relations concepts and theories on this line of literature. To the best of our knowledge, this is the first study to synthesize academic work on response strategies to various negative marketing events using bibliometric analysis. This review provides practical guidelines to marketers and businesses.

INTRODUCTION

In recent years, even high-reputation corporations have faced several negative brand events (NBEs) that have challenged them, such as the oil spill involving British Petroleum (BP), worker abuse by Nike, Wells Fargo's fake bank accounts, and Equifax data breaches. Among the reasons for studying NBE literature are its aftereffects and the enduring impact it has on brands and their stakeholders, both of which are crucial. Previous studies show that NBE adversely affects consumer satisfaction (Kara & Tugrul, 2024; Paulssen & Catenazzo, 2015), loyalty (Paulssen & Catenazzo, 2015), negatively affects consumer attitudes (Kim & Yim, 2022; Wang et al., 2023), increases consumer's negative emotions (Baghi & Gabrielli, 2019; Nguyen et al., 2022), and cause negative word-of-mouth (Arosa et al., 2021; Bapat & Williams, 2023).

To mitigate the adverse effects of brand wrongdoing, firms must adopt an appropriate response strategy (Dutta & Pullig, 2011). The variety of exciting works, comprising the different causes and types of NBEs, appropriate response strategies, and their positive effects on consumer reaction and brand evaluation have been investigated recently (e.g., Antonetti et al., 2021; Lee &

Kim, 2023). However, a closer, more critical look at this line of literature reveals that the current research is diverse and fragmented, necessitating a comprehensive review to identify its significance, progression, and future research directions. Besides, our study differs significantly from preceding review papers in several ways. In the first place, to the best of our knowledge, no review comprehensively captures the various response strategies across different NBEs, posing an essential challenge for scholars when pursuing this research domain. Previous integrative review studies have been mainly limited to only one specific brand wrongdoing such as brand crisis (Chandrasekar & Rehman, 2023), brand scandal (Kapoor & Banerjee, 2021), service failure (Fouroudi et al., 2020; Nowak et al., 2023) or even restricted to specific study settings such as tourism and hospitality (Akarsu et al., 2023, Kim & So, 2023), deprived of considering the relevant response strategies in NBEs. Additionally, previous reviews have mainly focused on the knowledge structure of NBEs, such as service failure (Fouroudi et al., 2020; Nowak et al., 2023), while paying little attention to this domain's theoretical evolution and connections. On the other hand, investigating the thematic evolution of this field over time to identify opportunities and directions for future research on response strategies in NBEs has remained under-researched.

In this study, we began with performance analysis to depict the primary documents, authors, and sources in this field through citation analysis. Afterward, we discussed this domain's intellectual structure and fundamental theories by co-citation analysis. We then constructed a typology of interrelated themes of this field as a whole by keyword co-occurrence analysis, reflecting the influential theories in each cluster to investigate the conceptual structure of this domain. Next, we explored trends in this domain over time to inform future research directions. Compounding the above discussion, this study examined the following: (RQ1) How has the intellectual structure in response strategy and NBE been shaped?; (RQ2) How has the conceptual structure of response strategy and NBE evolved? (RQ3) What are the central themes and concepts in the evolution of the response strategy and NBE in different periods? (RQ4) What promising future research directions emerge from this domain?

The remainder of this paper is structured as follows. Section 2 presents a brief overview of the theoretical background of the response strategies in NBEs. Section 3 presents the research methodology, explains the data sources used for the bibliometric analysis, and introduces the bibliometric methods. Section 4 presents the results of four analyses: performance analysis, intellectual structure, conceptual structure, and thematic evolution. Section 5 presents a detailed discussion of the research findings, providing insights on theoretical underpinnings with propositions for future research. The study presents its conclusion and implications in Section 6 and its limitations in Section 7.

THEORETICAL BACKGROUND

According to Khamitov et al. (2020), NBE is any conflict or friction—including failure, transgression, crisis, or any other negative incident between a consumer/customer and a firm, its brand, or its offering. NBEs cover a broad range of terminology (See Table 1) comprising service failure (Smith et al., 1999), brand transgressions (Aaker et al., 2004), and product-harm crises (Dawar & Pillutla, 2000). Under the broad umbrella of brand wrongdoing, researchers have widely used and also defined other conflicts or frictions that occur between a consumer and a firm, its brand, or its offering such as brand crisis (Dawar & Lei., 2009), brand misconduct (Huber et al., 2010), brand scandal (Roehm & Tybout, 2006), product failure ((Paulssen & Catenazzo, 2015), and negative publicity (Pullig et al., 2006).

Table 1
Various Terminologies of Negative Brand Events

Negative brand events	Description
Service failure	A private service performance that falls below the expectation of one or a few customer(s) (Smith et al., 1999).
Product failure	When products fail to perform adequately and customers experience problems with the products they purchase despite manufacturers' efforts to implement stringent quality control and monitoring of their production processes (Paulssen & Catenazzo, 2015)
Brand transgression	Act of violating implicit or explicit rules guiding consumer-brand relationship performance and evaluation (Aaker et al., 2004).
Product-harm crisis	Discrete event in which products are found to be defective and therefore dangerous to at least part of the product's customer base" (Dawar & Pillutla, 2000).
Brand crisis	a specific, unexpected, and nonroutine event or series of events that threaten a brand's perceived ability to deliver expected benefits (Dawar & Lei., 2009)
Brand misconduct	The action of a brand that disappoints consumer expectations results in public impact and negative consumer responses (Huber et al., 2010).
Brand scandal	The brand action that disappoints consumer expectations and has negative consequences for the brand (Roehm & Tybout, 2006).
Negative brand publicity	Well-publicized negative information about firms and brands following the crises (Pullig et al., 2006).

Early research in this domain has focused on the typologies of NBEs and their effect on firms and consumers (e.g., Pullig et al., 2006; Roehm & Tybout, 2006; Tax et al., 1998). The results of primary research evidenced that consumers expect companies to take action and provide an explanation or corrective action after the NBEs (Ahluwalia et al., 2000; Benoit, 1997; Dawar & Pillutla, 2000; Dutta & Pullig, 2011). Consequently, how organizations best respond to minimize the damage gained increased attention in the late 1990s and early 2000s (Dutta & Pullig, 2011).

The corporate response strategy following the NBE is critically important because it elicits more reparatory consumer behaviors and alleviates retaliatory or dysfunctional consumer behaviors (Aron & Kultgen, 2019; Joireman et al., 2016). Reparatory behaviors represent constructive behaviors that aim to seek redress and resolve the problem caused by a firm such as forgiveness (Bath & Bawa, 2023; Harrison-Walker, 2022; Joireman et al., 2016), and desire for reconciliation (Bath & Bawa, 2023). On the contrary, retaliatory behaviors signify negative behaviors that aim to punish and cause inconvenience to a firm for the harm it has caused such as brand hate (Aron & Kultgen, 2019; Grégoire et al., 2009), consumer boycotts (Aron & Kultgen, 2019), negative word of mouth (Arosa et al., 2021; Bapat & Williams, 2023), complaining behavior (Paulssen & Catenazzo, 2015), desire for revenge, and avoidance (Grégoire et al., 2009).

Regarding response strategies, Moon and Rhee (2012) reported two streams: “What to say” and “How to say”. The former refers to the typology of response strategies, which ranged from denial, in which the firm ignores its responsibility for wrongdoing, to complete remediation, in which the company admits full responsibility for an adverse event and implements suitable corrective actions, such as an apology or compensation. The results of this stream show that in the case of preventable negative events, an organization’s acceptance of responsibility and operating corrective actions such as apology generate more favorable attitudes, emotions, and behaviors in consumers (Bolkan & Daly, 2008; Coombs, 2007; Dutta & Pullig, 2011). Thus, the “How to say” stream focuses proportionately on how a corporation crafts an apology- i.e., the form, content, and appeal (Moon & Rhee, 2012) such as retrospective against the prospective apology (Gelbrich, 2010), Emotional vs. informational apology (Lee & Atkinson, 2019), and responsibility-oriented vs. sympathy-oriented apology (Chung & Lee, 2021), appreciation vs. sorry as a symbolic recovery strategy (You et al., 2020). Accordingly, recent scholars focus on research to study under which conditions the corrective actions are most effective in restoring the relationship between organizations and the audiences (e.g., Atav et al., 2021; Bath & Bawa, 2023; Kara & Tugrul, 2024; Lee et al., 2021; McClure et al., 2019). The results prove that well-crafted corrective actions can have a dramatic impact on customer satisfaction (Edström et al., 2022; Gurler & Ertugut, 2024; You et al., 2020), deflect the spread of damaging word-of-mouth (Arosa et al., 2021; Nguyen et al., 2022; Zinko et al., 2023), promote forgiveness (Bath & Bawa, 2023; Harrison-Walker, 2022; Xie & Wei, 2024), and elicit favorable attitudes and behaviors (Lee & Atkinson, 2019).

The relationship between response strategy and NBEs has been investigated, drawing on several leading theories. For instance, drawing on contingency theory (Cambra-Fierro et al., 2015), the congruence approach proposes that a crisis response matched with the crisis type is more effective and results in a better post-crisis consumer response than a mismatched crisis response strategy (e.g., Chung and Lee, 2021; Lee et al., 2021). Likewise, attribution theory (Weiner, 1985) suggests that individuals make causal inferences about responsibility, controllability, and blame attributions of the negative events, which shape their expectation for brand response strategies and their emotions and then guide their post-crisis behaviors (Coombs, 2007; Nguyen et al., 2022; Wang et al., 2023). Out of attribution theory, situational crisis communication theory (Coombs & Holladay, 2002) suggests response strategies that fit crisis types. In addition, relying on behavioral principles of resource exchange theory (Smith et al., 1999), customers will respond more favorably to response strategy initiatives actualized by the firm when the nature of the benefits offered through the recovery efforts matches the type of failure they experienced.

METHODOLOGY

Bibliometric analysis is considered a quantitative method, a statistical analysis, and an assessment of a research domain. It includes various sets of analyses developed to explore and clarify published literature and the progress of a particular discipline, which have important implications for future research and development (Lim et al., 2022). In this article, we adopted bibliometrics to (1) present a plenary overview, (2) discover research gaps that need attention, (3) provide novel and exciting ideas for future research, and (4) pinpoint the contributions to the research field. Researchers employ bibliometrics along with other frequently used integrative literature reviews. Compared to systematic literature reviews, which use systematic procedures to collect, arrange, and assess the existing literature manually, more subjective and less comprehensive in their coverage, bibliometric reviews benefit from quantitative and statistical

measures. Moreover, bibliometric analysis is a method that uses big data analytics, including various science-mapping techniques and machine learning, to review the literature. As a result, bibliometric studies tend to be more extensive and objective than other kinds of reviews (Mahavarpour et al., 2023).

Bibliometrics comprises several analyses designed to evaluate research domain outputs. It can be separated into two categories: scientific mapping analysis and performance mapping analysis. Performance mapping analysis aims to present scientific actors, including researchers, journals, countries, and affiliations. On the other hand, science mapping strives to provide the intellectual, conceptual, and social structure and depict the changing landscape of the research domain. This study used a combination of performance and science mapping via citation, co-citation, and co-word analysis to comprehensively review the response strategy in the NBEs domain using the Bibliometrix R tools (Akarsu et al., 2023). The underlying assumption of citation analysis is that citations in a research domain can provide an overview of the relationships between citing and cited articles, offering a pathway for visualizing the development of a specific domain (Akarsu et al., 2023). Co-citation is when two documents are referenced in a third scholarly work, reflecting their proximity and can thus be used to identify intellectual structure bases and influential authors, with important implications for future research and development (Ji et al., 2020). Co-word analysis is a content analysis method that uses the co-occurrence relationship of keywords (Kim & So, 2023). This study used co-word analysis to reveal the conceptual structure and identify the central themes, concepts, and clusters in the NBEs domain's response strategy. Moreover, thematic evolution via co-word analysis was conducted to identify dynamic changes in the terms over time and to predict future trends (Akarsu et al., 2023).

Data

WoS was employed as a bibliographic database, widely considered one of the most accurate and comprehensive sources for bibliometric studies (Akarsu et al., 2023). Search criteria are substantial, as they can significantly shape the results. Following Lim et al. (2022), the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol was implemented to select articles. This protocol encompasses four stages:

1. **Identification:** The study began with the keyword search approach to study existing published papers on NBEs and response strategies. This process involved first searching keywords specific to the research domain and synonymous terms to understand the differences conceptually and identifying new keywords related to broader perspectives. Second, we consulted two field experts to gather the most representative keywords. Afterward, the search field was limited to “topic” (including searches in “title,” “abstract,” and “keyword”) of all available articles in WoS. Multiple keywords were applied, such as “brand crisis,” “brand failure,” “brand misconduct,” “brand transgression,” and “brand scandal” in singular, plural, and abbreviated forms and their different orthographies since these concepts have been used interchangeably in the literature of NBEs (Chandrasekar & Rehman, 2023; Kapoor & Banerjee, 2021). Also, articles that addressed other significant types of NBEs, namely “service failure,” “product-harm crisis,” and “negative publicity,” were considered (Yang et al., 2022; Fouroudi et al., 2020). The same approach was used for the second group of keywords related to “response strategies.” (see Appendix 1). We tried to be as comprehensive as possible by using Boolean operators AND-OR. Per the recommendation that bibliometric studies should not focus solely on leading journals in a

discipline (Kim & So, 2023), our study did not refine the search to specific journals. In addition, no filter was applied to publication dates to deepen our understanding of the topic. The search was finalized on June 13, 2023, and returned 375 documents. The version of Web of Science used in this study includes all backfiles. Given that consumer behavior research developed post-1965 and the earliest article in the literature review dates to 1986, the results and backfiles include data from 1986 to 2023.

2. **Screening:** In the second step, only peer-reviewed journal articles were chosen, so book chapters, editorial notes, and meetings were excluded. Only sources written in English were considered. This step narrowed our results to 354 articles.
3. **Eligibility:** Next, to enhance the reliability and validity of the study, we screened all the chosen articles. As a result, articles without full text that were accessible and irrelevant to NBEs and response strategies were manually excluded.
4. **Inclusion:** A random check was carried out to ensure the article selection criteria were in accordance. Finally, the results yielded 306 articles with 12,088 references for use in our study, spanning 37 years from 1986 to 2023.

FINDINGS

To answer the research questions, this section is divided into four sections: (1) performance analysis, (2) the intellectual structure, (3) the conceptual structure, and (4) thematic evolution. In sum, the outcome of this study can shed light on how response strategies in NBEs have emerged and evolved and how they will potentially advance.

Performance Analysis

In this part, citation analysis highlights a specific corpus of items. Citation analysis allows researchers to pinpoint the journals relevant to a particular field the level of activities in a particular field, and discern the research performance of researchers (Fouroudi et al., 2020).

Publication Trends. The number of publications in response strategies-NBEs research is depicted in Figure 1. We evaluated 4,676 citations from 306 related articles. This diagram indicates that the first article within this domain was published in 1986, but the development in the following 13 years was prolonged. Research and studies on this domain show a significant growth trend in the last two decades (2004–2023). In our research, more than 85% of the articles are published during the last decade (2014–2023). This result implies that 17% of the articles reviewed were from 2014 to 2017, 28% from 2018 to 2020, and 40% from 2019 to 2023. We also observed the highest number of publications: 46 in 2021 and 46 in 2022. The rising trend also suggests that this research domain is gaining increased attention from the academic field. This further underscores the importance of an extensive and integrative review.

The average number of citations per year is evident in Figure 2. Notably, the maximum number of citations – 2,470 (approximately 50% of the citation share) – were made between 1999 and 2004, while the fundamental papers in this domain were presented (e.g., Aaker et al., 2004; Ahluwalia et al., 2000; Dawar & Pillutla, 2000; Hess et al., 2003; Smith et al., 1999). The annual publication growth rate is 9.53%, and the average citations per document are 42.6.

Figure 1
Annual Scientific Production

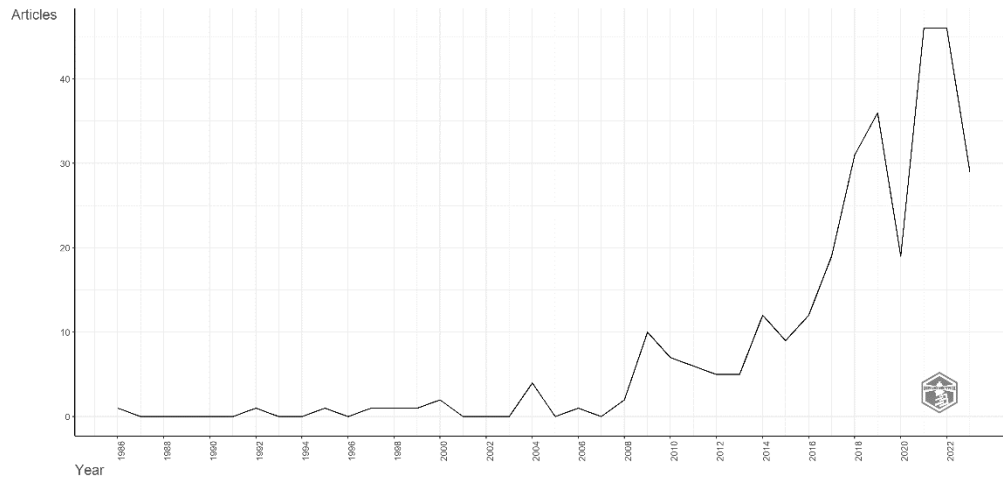
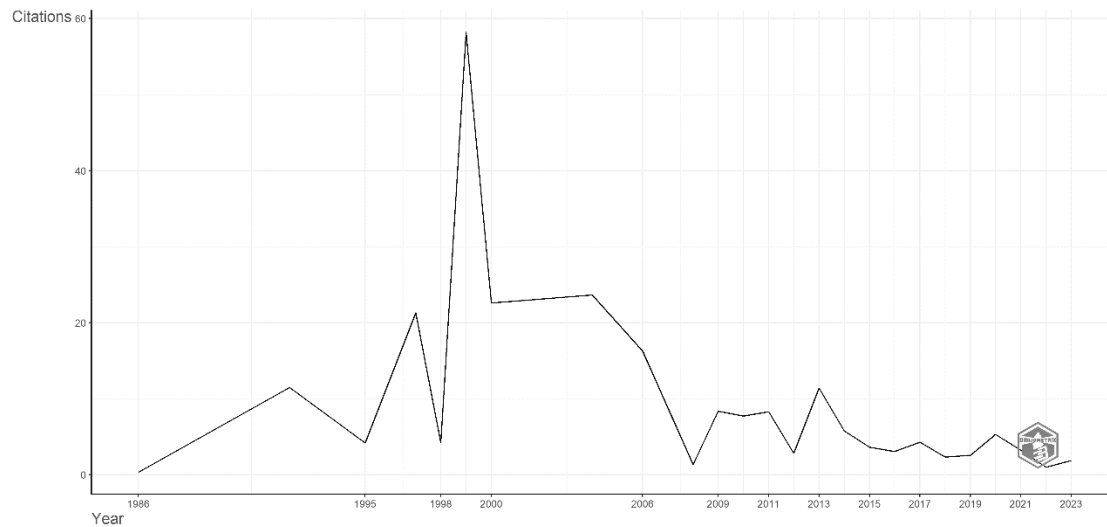


Figure 2
Average Citation Per Year



Articles Analysis. The network mapping of articles based on citations indicates the most influential studies. Regarding the results for the 10 most cited articles in this domain, depicted in Table 2, Smith et al. (1999), who proposed a model of consumer satisfaction with service failure and recovery, ranked first with 83 citations. Wirtz and Mattila (2004), the second-most-cited

article, examined consumer reactions (NWOM) to different response strategies following a service failure, accounting for 49 citations. The third-most-cited research by Dawar & Pillutla (2000), which explored the impact of product-harm crises on brand equity, has 40 citations.

Table 2
Most Cited Documents

Document	Local Citations
Smith A.K, 1999, <i>Journal of Marketing Research</i>	83
Wirtz J, 2004, <i>International Journal of Service Industry Management</i>	49
Dawar N, 2000, <i>Journal of Marketing Research</i>	40
Roschk H, 2013, <i>Marketing Letter</i>	40
Benoit W.I, 1997, <i>Public Relations Review</i>	39
Kim P.H, 2004, <i>Journal of Applied Psychology</i>	37
Gregoire Y, 2009, <i>Journal of Marketing</i>	32
Goodwin C, 1992, <i>Journal of Business Research</i>	26
Xie Y, 2009, <i>Psychology & Marketing</i>	25
Dutta S, 2011, <i>Journal of Business Research</i>	25

Author's Contribution. Likewise, the citation analysis of authors reveals the most-cited authors in Table 3, who have made significant contributions, and 34 out of them have contributed to more than three publications. The findings identify Bolton R.N., Smith A.K., and Wagner J. as the most frequently cited researchers, with 83 citations. Mattila A.S. stands in second place with 64 citations, and Roschk H. emerges next in the list of prolific scholars with 62 citations.

Table 3
Most Cited Authors

Author	Local Citations
Bolton R.N	83
Smith A.K	83
Wagner J	83
Mattila A.S	64
Roschk H	62
Claeys A.S	58
Cauberghe V	54
Wirtz J	49
Dawar N	40
Gelbrich K	40
Gregoire Y	40
Kaiser S	40

In terms of the most prolific authors in this domain reported in Table 4, results demonstrate that Claeys A.S, Antonetti P., and Kim J. are the most prolific authors with seven publications, followed by Crisafulli B., Mattila A.S, and Roschk H with five published papers.

Table 4
Most Prolific Authors

Author	N. of documents
Claeys A.S	7
Antonetti P	7
Kim J	7
Crisafulli B	5
Mattila A.S	5
Roschk H	5
Cauberghe V	4
Basso K	4
Jin Y	4
Kim S	4

Sources Analysis. A total of 306 articles on response strategies-NBEs were published in 134 journals. Table 5 lists the top 10 journals with the most publications. The results indicate that the Public Relations Review, with 35 articles, the *Journal of Business Research*, with 20 publications, and the *Journal of Business Ethics*, with 10 publications, are the most productive journals for publishing research on response strategies-NBEs. This finding attests that leading publishing outlets have noticed this domain, but there is scope to expand it. The list of journals that have published articles also suggests that the topic appeals to scholars across various areas. Table 6 shows the top 10 sources based on citations. Distinguishably, Public Relations Review with 844 citations, *Journal of Marketing* with 718 citations, and *Journal of Business Research* with 631 citations are highly cited journals and have published distinct seminal works, including Benoit (1997), Claeys et al. (2010), Grégoire et al. (2009), Dawar & Lei (2009) and Dutta & Pullig (2011).

Intellectual Structure

Based on the references of the leading papers, we investigated the co-citation network to achieve the research objectives. Regarding how the brand responds to the NBE, the results reveal two distinguishable streams, each showing different characteristics of this domain. In other words, different fundamental theories employed to formulate effective response strategies after the range of NBEs have tailored two distinctive streams in this discipline (Table 7). In Figure 3, each node represents an individual scholarly work, and its size is based on the number of times other articles have cited it.

Table 5
Top 10 Journals

Sources	Articles
<i>Public Relations Review</i>	35
<i>Journal of Business Research</i>	20
<i>Journal of Business Ethics</i>	10
<i>International Journal of Business Communication</i>	9
<i>Journal of Contingencies and Crisis Management</i>	8
<i>European Journal of Marketing</i>	7
<i>Journal of Service Research</i>	7
<i>Psychology & Marketing</i>	7
<i>International Journal of Hospitality Management</i>	6
<i>Journal of Product and Brand Management</i>	5

Table 6
Top 10 Cited Sources

Sources	Articles
<i>Public Relations Review</i>	844
<i>Journal of Marketing</i>	718
<i>Journal of Business Research</i>	631
<i>Journal of Personality and Social Psychology</i>	541
<i>Journal of Consumer Research</i>	529
<i>Journal of the Academy of Marketing Science</i>	467
<i>Journal of Service Research</i>	467
<i>Journal of Marketing Research</i>	456
<i>Journal of Public Relations Research</i>	400
<i>Journal of Business Ethics</i>	347

Figure 3
Co-Citation Network

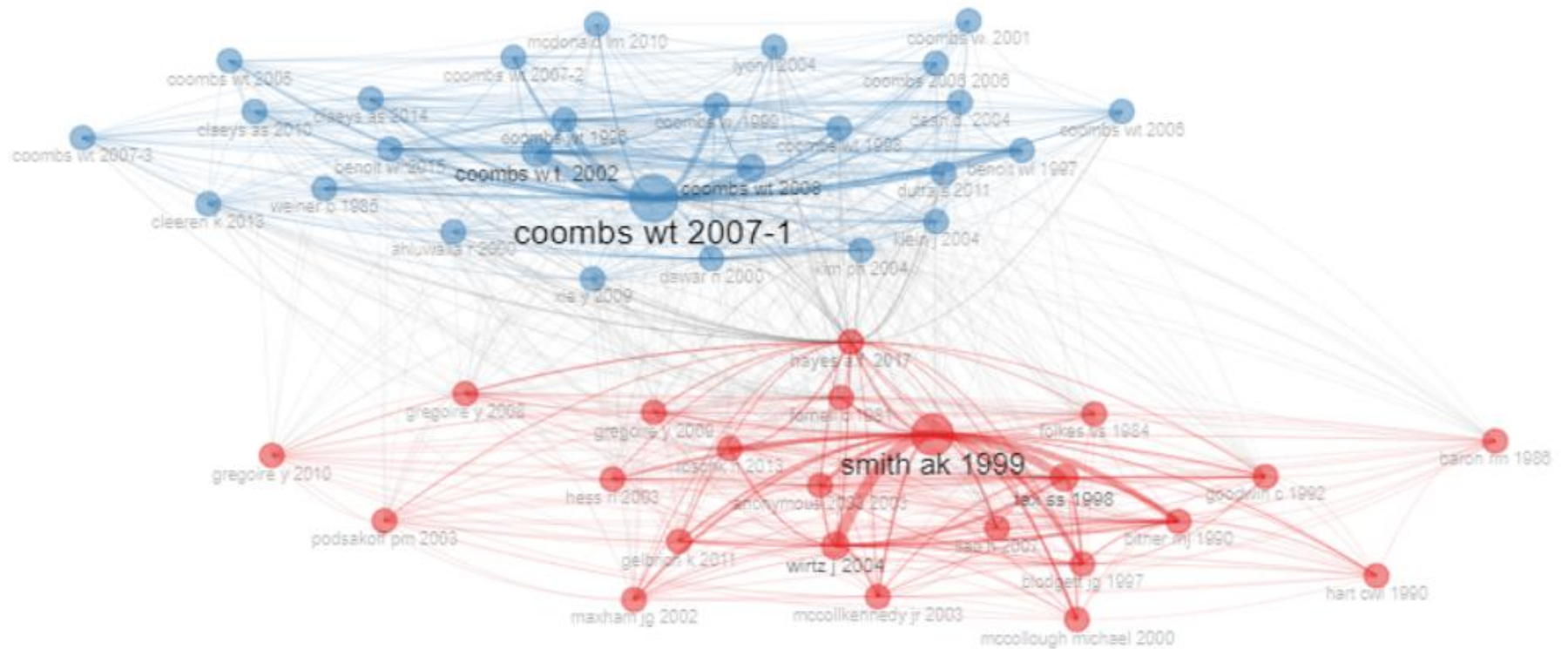


Table 7
Co-Citation Analysis

Streams	Underlying theories	Dominant NBEs	Significant Response Strategies	Leading Mediators	Major Outcomes	Main Articles	
1	resource exchange theory, justice theory	Service failure	Tangible recovery, like compensation Intangible recovery, like apology	Consumer perception, such as perceived justice	Satisfaction Loyalty NWOM forgiveness	Smith et al., 1999 Tax et al., 1998 Hess et al., 2003	Grégoire et al., 2009 Wirtz & Mattila, 2004 Roschk & Gelbrich, 2017
2	attribution theory, image restoration theory, SCCT	Brand crisis Negative publicity Product-harm crisis Brand misconduct Brand scandal Brand transgression	Crisis communication Apology information	Consumer emotions such as anger	Brand attitude Brand trust Brand reputation	Coombs, 2007 Ahluwalia et al., 2000 Dutta & Pullig, 2011	Dawar & Pillutla, 2000 Cleeren et al., 2013 Klein & Dawar, 2004

Stream 1 focuses on recovery as the leading response strategy after service failure. In this cluster, the resource exchange theory and justice theory underlie the firm's response to failure, as highlighted in the substantial articles by Smith et al. (1999). Based on behavioral principles of resource exchange theory, customers will place greater value on exchanges involving similar resources than on those involving distal ones. Therefore, the congruence approach proposes that customers will respond more favorably to response strategy initiatives actualized by the firm when the nature of the benefits offered through the recovery efforts matches the type of failure they experienced. Thus, if a failure leads to the loss of an economic resource, customers will prefer to receive an economic resource as part of the recovery effort, such as compensation in the form of a refund or credit. If a failure leads to the loss of a social resource, they will prefer to receive that resource as part of the recovery effort, such as an apology. Justice theory (Goodwin & Rose, 1992) serves as the foundation for this assertion. The exchange is considered fair when the input-output ratio is balanced on both sides. Our assessment of this literature shows that justice theory is the central theory used to assess the fundamental mechanism of recovery, and scholars have found it explains customer satisfaction (Roschk & Gelbrich, 2017; Roschk & Kaiser, 2013).

Empirically, resource exchange theory and justice theory are the dominant theories, guiding research on effective recovery efforts. The first stream examines consumer behavior through service failure and recovery experiences. Consequently, the outcomes of this process are generally measured by consumer satisfaction (Hess et al., 2003), loyalty (Roschk & Gelbrich, 2014), negative word-of-mouth (Gelbrich, 2010), forgiveness or revenge (Joireman et al., 2016). The perceived justice approach has been impressively applied as the mediator variable to understand consumer responses and brand evaluation after failure and recovery.

Stream 2 is grounded on the notion of the response strategies, particularly crisis communication and apology in the occasion of brand crisis, negative publicity, product-harm crisis brand misconduct, and brand scandal, established based upon attribution theory (Weiner, 1985), situational crisis communication theory (SCCT; Coombs & Holladay, 2002), and image restoration theory (IRT; Benoit, 1997). According to attribution theory, individuals are likely to search for causes of negative, unexpected, and essential events along three dimensions: locus of causality, stability, and controllability. Locus of causality is defined as whether a negative event is attributable to the service provider or the customer. Stability indicates whether causes are thought to be either relatively permanent or temporary. Negative events with stable causes reappear more often than those with unstable causes. Controllability reflects customers' perceptions of whether the cause of a negative event is external and uncontrollable (e.g., a flight delay due to severe weather) or internal and controllable (e.g., a flight delay due to an airplane technical issue). Coombs and Holladay (2002) argued that attribution theory can provide a better understanding of effective communication strategies during crises. Thus, based on attribution theory, SCCT suggests three crisis clusters differing in organizational responsibility: victim, accidental, and preventable. The SCCT matches these crisis types with three clusters of crisis response strategies. As such, the SCCT advises organizations to use denial strategies in the case of a victim crisis, diminish strategies in the case of an accidental crisis, and rebuild strategies in the case of a preventable crisis, which means admitting full responsibility.

Benoit (1997) conceptualized image restoration theory and examined the corporate crisis responses at different levels of abstraction, serving as denial, evasion of responsibility, reducing the offensiveness of the event, and corrective action, cited as the primary reference for crisis communication as the dominant response strategy in public relations for negative brand events.

Furthermore, regarding appraisal theory (Kim & Cameron, 2011), articles in this cluster theorize that the more positive brand evaluation following NBEs and response strategies is embedded in considering the mediating role of consumers' emotions such as disgust, fear, anger, disappointment, and sadness (Baghi & Gabrielli, 2019). This explains how emotions are elicited due to an individual's subjective interpretation or evaluation of important events or situations.

This stream views NBEs as not limited to traditional service failure but as any conflict or friction between a consumer and a firm. From the course's perspective, service failure is conceptualized as performance-related brand wrongdoing compared to value-related brand wrongdoing (Baghi & Gabrielli, 2019; Dutta & Pullig, 2011; Lee et al., 2021). From a broad perspective, articles in this stream have particularly assessed the outcome of the response strategy after NBEs through brand reputation (Coombs, 2007), brand attitude (Claeys & Cauberghe, 2014), and brand trust (Dawar & Lei, 2009).

Conceptual Structure

Data must be cleaned for co-word analysis before categorizing keywords into concepts. Thus, terms such as “method,” “model,” “research,” or “study,” which are general research terms, were excluded as they do not express any particular meaning. Likewise, we standardized the keywords by unifying abbreviations and synonyms and correcting spelling differences. In the next stage, information was elicited from the data (Kim & So, 2023).

Based on the co-occurrence analysis, the most repeated and relevant keywords were identified and subsequently divided into four clusters (Figure 4). Cluster 1 (blue) covers terms related to the service failure recovery process and its outcomes. By looking at this cluster, we can identify the terms that are close to each other – “service recovery,” “service failure,” “apology,” “satisfaction,” “justice,” “compensation,” and “loyalty” – meaning that when customers experience a service failure, service recovery strategies such as apology or compensation may generate productive customer evaluations. Some variables, such as brand loyalty (e.g., Roschk & Gelbrich, 2014), satisfaction (Roschk & Kaiser, 2013), and forgiveness (Joireman et al., 2016) have been employed to examine these consequences. Consumer satisfaction is linked to perceived justice in recovery (Roschk & Gelbrich, 2017).

Cluster 2 (red) consists of terms related to corporate communicative response strategies containing keywords such as “crisis communication,” “social media,” “brand reputation,” “public relations,” “emotion,” and “empathy.” Given its highly applied nature, crisis communication is closely tied to public relations and crisis management. Studies have further examined the effects of crisis communication, particularly empathic message framing, following a brand crisis on consumer response (Lee & Atkinson, 2019; Chung & Lee, 2021). On the other hand, social media has transformed how firms communicate with customers, notably during brand crises (Cheng, 2020). Cluster 3 (green) comprises terms such as “crisis response,” “corporate social responsibility,” “situational crisis communication theory,” and “corporate ability,” demonstrating that studies extend knowledge on how the corporate social responsibility (CSR) concept as the crisis response strategy or brand association (CSR ability, corporate ability) have been applied in this domain.

The concepts in cluster 4 (purple) encompass “anger,” “sympathy,” and “appraisal theory,” which verify that applying sympathy in apologies affects consumers' negative emotions, such as anger, thus influencing their evaluations (Chung & Lee, 2021). These concepts, related to appraisal theory, argue that people use different coping strategies to reduce such negative emotions.

Figure 4 Co-Occurrence Analysis

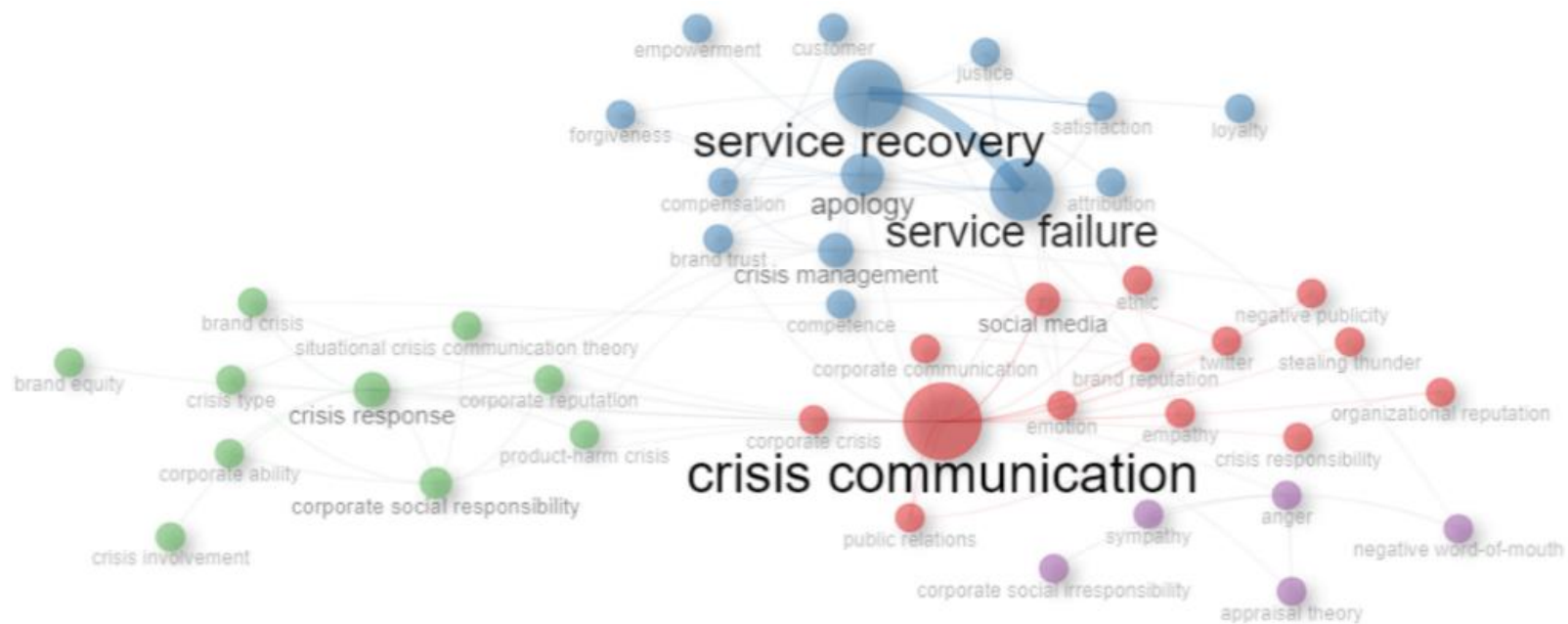


Table 8
Central Themes, Concepts, and Theories in Response Strategies after NBEs

Cluster	Themes	Concepts	Relevant Theories
1	Recovery	service recovery service failure apology satisfaction justice compensation loyalty	resource exchange theory (Smith et al., 1999) justice theory (Goodwin & Rose, 1992) social resource theory (Roschk & Gelbrich, 2017)
2	Corporate communicative response strategies	Crisis communication social media brand reputation public relations emotion empathy negative publicity	theory of image restoration (Benoit, 1997) attribution theory (Weiner, 1985) SCCT (Coombs & Holladay, 2002) contingency theory (Cambra-Fierro et al., 2015) Signaling theory (Spence, 1973)
3	CSR response strategies	Crisis response corporate social responsibility brand crisis situational crisis communication theory corporate reputation corporate ability brand equity	attribution theory (Weiner, 1985) SCCT (Coombs & Holladay, 2002) Persuasion knowledge model (Friestad & Wright, 1994) legitimacy framework (Suchman, 1995)
4	Consumer negative emotions	anger Sympathy Appraisal theory Corporate social irresponsibility negative word-of-mouth	appraisal theory (Kim & Cameron, 2011; Gelbrich, 2010)

We further explored the keywords in the clusters to find theories related to each cluster, as mentioned in Table 8. Likewise, our findings reflect a substantial influence of psychological perspectives (e.g., attribution theory, resource exchange theory, appraisal theory), communication theories (e.g., signaling theory, information integration theory), management (e.g., legitimacy theory, contingency theory), and public relations concepts and theories (e.g., SCCT) on response strategy research in NBEs literature.

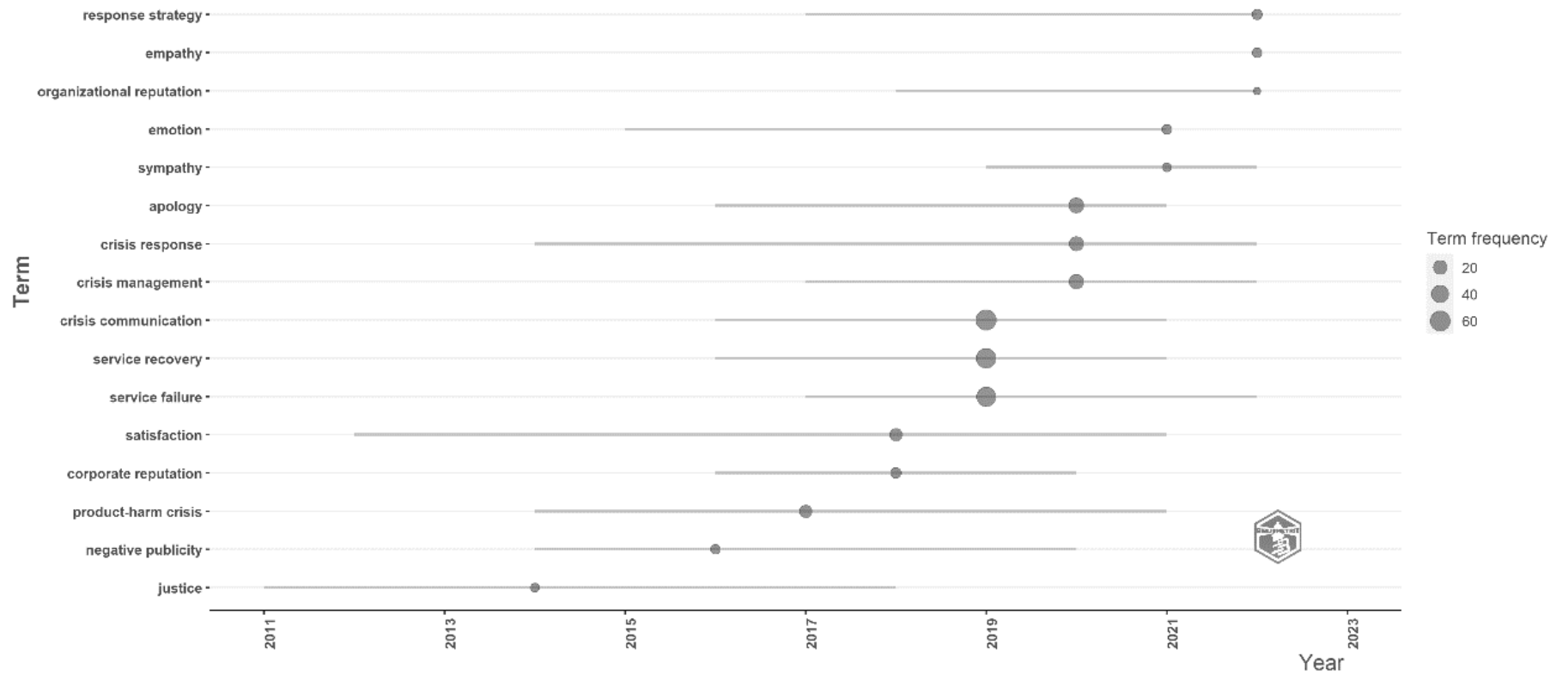
We further investigated the top keywords using keyword co-occurrence analysis, uncovering the central themes and concepts of a topic area (Table 9). The results of the textual assessment illustrate that “crisis communication,” “service recovery,” “service failure,” “apology,” and “crisis response” are the main terms from prior studies, providing the most important concepts.

Table 9
Most Relevant Keywords

Keywords	Occurrences
crisis communication	65
service recovery	56
service failure	53
apology	27
crisis response	23
crisis management	22
social media	20
brand trust	17
corporate social responsibility	17
product-harm crisis	14
satisfaction	14
brand crisis	13
brand reputation	11
compensation	11
public relations	11
forgiveness	10
situational crisis communication theory	10
corporate reputation	9
anger	8
crisis type	8

Keywords can also reflect the frontiers and trends of a field. Bibliometrix R-tool was further employed to translate the frequently repeated terms into a timeline perspective for the last decade (see Figure 5). “Response strategy,” “empathy,” “brand reputation,” “emotion,” “sympathy,” and “apology” are the top trend topics. The results further suggest that the “How to say” stream of response strategies, such as apologies and their different frames, contents, and appeals (with sympathy), that alter consumers' emotions, presents novel trends.

Figure 5
Timeline View of Popular Keywords



Thematic Evolution

To better understand the response strategy in NBEs, the researchers apply thematic evolution analysis to investigate how themes and concepts have changed in this domain over time. Specifically, to attain a deeper insight into the evolution of this discipline between 1986 and 2023, following previous research (Akarsu et al., 2023), we divided the period into four time periods based on the annual production growth: 1986–2004 (initial), 2005–2014 (formative), 2015–2019 (contemporary) and 2020–2023 (evolving). The differences between each period suggest how changes occur in this domain. The early period of response strategy in NBE research focused on fewer concepts, given the longer time frame, while the more recent period expanded the field to broader concepts. The research themes are depicted in two-dimensional vectors into four groups, which are as follows: (1) motor themes: the themes in that area are well-developed and essential for the entire research field; (2) basic themes: the critical but not well-developed themes; (3) niche themes: specialized but well-developed themes; (4) emergent and declining themes that are not important yet for the structure of the field and also still not well-developed (Akarsu et al., 2023).

Figure 6 represents the thematic evolution of response strategy literature within NBE research. As expected, the results illustrate that “satisfaction,” “justice,” “perception,” and “behavior” are the main themes in the initial period (1986–2004). Overall, research during this time focused on customer satisfaction and behavior after service failure, as well as their evaluations of the firm's response strategy, primarily based on perceptions of perceived justice. Customer satisfaction first emerged as a basic theme (not well developed but important for the research field) in the first period. It continued to evolve across different areas in the following periods. For example, between 2005 and 2014, customer satisfaction attribution was revealed as a motor theme (well-developed and important).

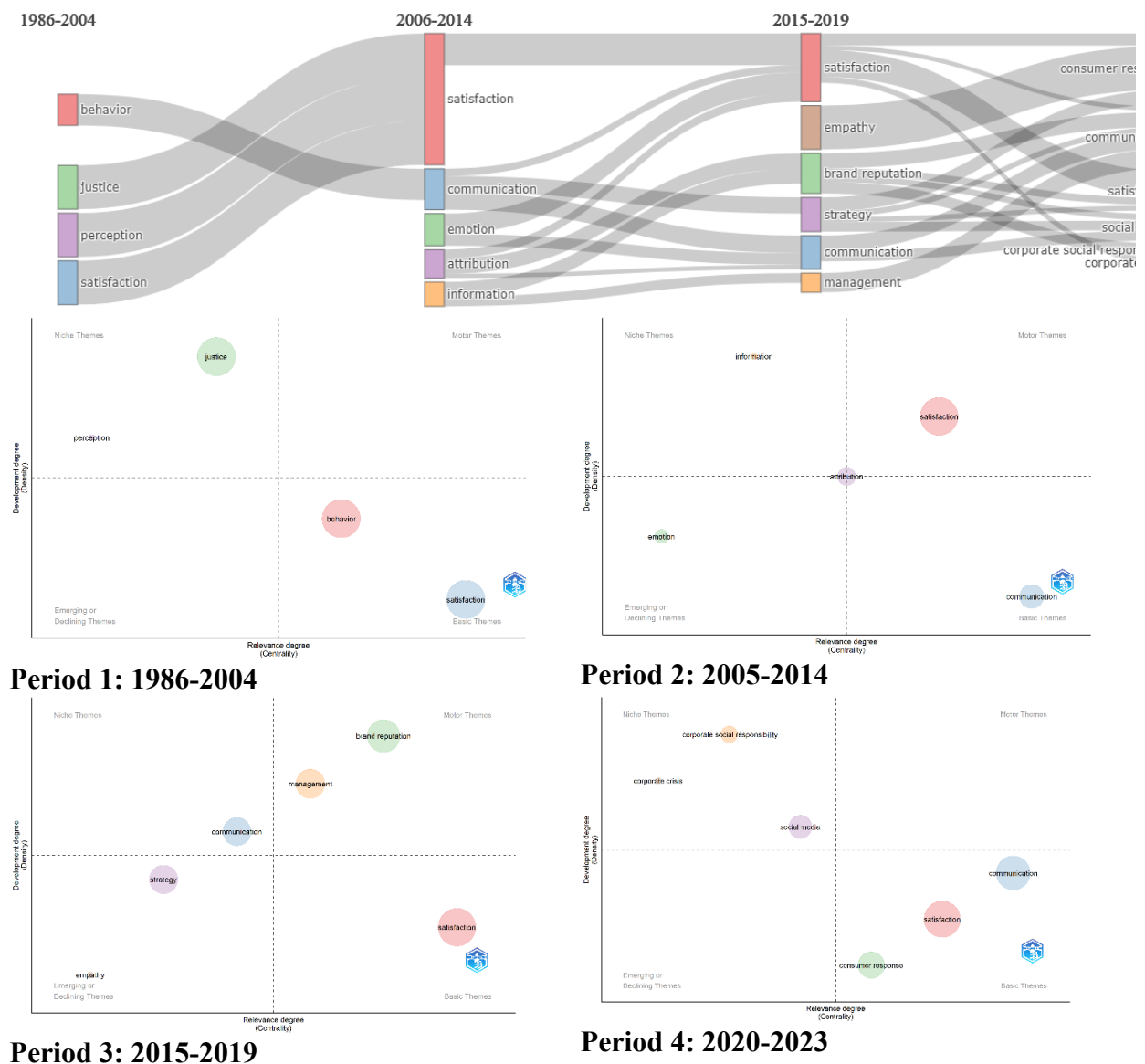
In the formative period (2005–2015), other concepts of NBEs beyond service failure have evolved, such as brand crisis. Keywords involved “attribution,” “emotion,” “information,” and “communication.” The literature at this point pertained to how customers' emotions conveyed their responses to various sorts of NBEs based on their attribution and different types of crisis communication strategies, including the informational apology. Crisis communication emerged as the primary theme and remained a key theme in subsequent periods, underscoring its ongoing importance as an effective response strategy for NBEs. Besides, consumer emotion is emerging as a theme. Emotional reactions triggered by the response strategy can be negative or positive depending on the process outcome, shaping post-response strategy outcome variables such as satisfaction, WOM, and repurchase intention. The cognitive appraisal theory supports the mechanism of customers' emotional reactions (Kim & Cameron, 2011).

In the contemporary period (2015–2019), keywords involved “empathy,” “brand reputation,” “strategy,” and “management.” These topics show that response strategies in NBEs have become a strategic and managerial concern. Marginal but not yet well-developed themes, such as strategy and empathy, are emerging, whereas management and brand reputation are well-developed and substantial. An appropriate response strategy is paramount to brand reputation management (Coombs, 2007).

Since 2020, keywords have been mostly related to “social media,” “corporate social responsibility,” and “consumer response.” Compared to other periods, the number of niche and basic themes in the final period (2020–2023) has substantially increased. The evolving period presents the frontiers and future trends in this field. First, brands have considered social media an

important communication channel for marketing and PR, but recently, it has also been used for crisis communication. The second frontier in this field is "How to say" rather than "what to say" in response strategies, especially in the context of apology. Different message appeals, forms, and contents, including empathic and sympathetic apology messages, posit the trend topics. Looking at Figure 6, we can identify the related themes – “empathy” and “consumer response” - meaning that, when customers experience the NBE, a genuine apology and empathetic response may represent a sufficient response strategy, affecting customer response. Finally, corporate social responsibility has emerged to mitigate the negative effects of NBEs in various ways.

Figure 6
Thematic Evolution



It should be noted that while different concepts were carried over from one period to the next, only two themes remained the same across most periods – namely, crisis communication and consumer satisfaction - underscoring their importance in this field.

DISCUSSION

The purpose of this study was to comprehensively review research on response strategies in the NBEs domain over time. We perused a multi-method approach to bibliometric analysis based on the scientific literature on this field from 1986 to 2023 collected from the WoS database. We conducted performance analysis and science mapping to pinpoint this field's intellectual and conceptual structure and to understand future research opportunities and issues that require salient consideration for the operational success of handling the NBEs.

Our initial statistics revealed that the response strategy-NBE domain has attracted increasing scholarly attention over the last two decades. In turn, this scholarship and numerous authors have made essential contributions to the development of the domain. The annual trend in article publication in this line of literature has shown significant growth since 2004. The growth rate has been notably rapid in the last four years, indicating that this developing dual theme has been of extensive concern and interest in academic research.

As yielded by citation analysis, it is unsurprising that the research domains that have shaped and influenced response strategy-NBEs scholarship are diverse. Researchers have drawn on knowledge from disciplines such as social psychology, communication, and management to extend this domain. The development and evolution of this field depend not only on its core articles but also on the researchers who link different approaches to response strategies-NBEs domain to each other and to other research streams.

Our co-citation analysis identified Smith et al. (1999) and Coombs and Holladay (2002) as the most influential papers in response strategy-NBE research. Smith et al.'s (1999) research is highly regarded in the service failure and recovery cluster based on resource exchange theory and justice theory, whereas Coombs and Holladay's (2002) paper, which relies on attribution theory and SCCT, is important in the subdomain of brand crisis and crisis communication. This distinction provides more specific guidelines and examples for scholars who want to do in-depth research in the sub-field of this discipline.

Through co-word analysis, we addressed four different clusters to help researchers understand the conceptual structure of this domain, including (1) service failure and recovery, (2) corporate communicative response strategies, (3) CSR response strategies, and (4) consumer negative emotions. Furthermore, according to the results of thematic evolution, from 1986 to 2004, response strategy-NBEs first progressed through themes that emphasized service failure and the recovery process. These findings align with previous research results (e.g., Akarsu et al., 2023; Fouroudi et al., 2020). The themes in this span have been significantly articulated in cluster 1 of the conceptual structure and the first stream of intellectual structure. From 2005 to 2014, research commonly addressed themes related to formulating a wide variety of response strategies and considering blame and causal attributions of NBEs, particularly in the case of brand crises, product-harm crises, brand scandals, and negative publicity. Corporate communicative response strategies have evolved in this period. These results are consistent with those of earlier studies in crisis communication (e.g., Liu-Lastres, 2022). The eminent themes in this period have been proportionately beheld in cluster 2 of the conceptual structure and in the second stream of the intellectual structure. Notably, this era further highlights the role of customers' emotional reactions

in the NBE-response strategy process. Cluster 4 also evidences the significant role of consumer emotion, such as anger, on consumer intention and behavior. During the 2015-2019 period, the response strategy was deemed a managerial and strategic issue for the firms, indicating that practitioners recognized that crisis communication is a management function (Einwiller et al., 2017). Recent studies from 2020 to 2023 have supported themes such as social media and CSR, providing a basis for future research opportunities. With this in mind, perhaps the most significant movement in recent NBE studies has been a shift toward the social perspective, as evidenced by the emergence of new concepts and themes. This shift in response strategies-NBEs studies is aligned with the scholarly study by Wang et al. (2021) on digital service failure and recovery, Cheng (2020) regarding social-mediated crisis communication, Ham and Kim (2020), and Ji et al. (2022) relative to CSR communication, and Antonetti et al. (2021) on the buffering effect of CSR. Besides, our findings of the keyword co-occurrence network express that CSR has been associated with a distinct cluster (cluster 3).

FUTURE PATHWAYS

The following section discusses promising research paths for advancing response strategies in NBEs.

Extending the Theoretical Frontiers Beyond Each Field's Comfort Zone

As stated by Khamitov et al. (2020), NBE literature is classified into three streams: brand transgression, service failure, and product-harm crisis, which have developed relatively independently. Contrary to this categorization, our results on intellectual structure indicate two main streams: service failure and brand crisis. Historically, the NBE is formed through the service failure literature. While the service failure lens highlights the importance of recovery for consumer satisfaction, the brand crisis literature emphasizes the need to apply eclectic response strategies to create innovative, unique solutions for governing diverse crisis conditions. Although service failure and brand crisis initially advanced separately, a common theoretical point of view has recently been applied, suggesting that the domain of NBE is moving towards convergence. For instance, recent studies have heavily emphasized the importance of communication with the customer after the service failure for the service recovery process, such as service failure communication (Antonetti & Baghi, 2023; Su et al., 2019; Wu & Xu, 2023). For another example, Guchait et al. (2019) introduced a new service recovery method called stealing thunder, which is commonly used in the crisis communication literature. A key takeaway from our review is that both streams would benefit from expanding their boundaries and integrating theorizing from other areas. The disciplines of communication, social psychology, and ethics would suit multidisciplinary work. Perspectives such as consumer-oriented factors, for example, individual psychological differences affecting post-crisis consumer response like self-esteem (You et al., 2020), brand-oriented factors, for instance, warmth and competence brand perception (Antonetti et al., 2021), and consumer-company relationships such as affective bonds (Harrison-Walker, 2022) are needed to advance the field.

Influences of Social Media and Digitization on NBE and Response Strategy Domain

The growing popularity of social media has reshaped the NBE and response strategy landscape. The public often refers to social media to acquire and share information. The widespread accessibility of social media and mobile technology has facilitated consumers'

tendency to share their thoughts about unsatisfactory situations or adverse events (Stevens, 2023; Zhang et al., 2017). Similarly, firms could carefully use social media as a powerful channel for crisis communication during brand crises, enabling them to deliver messages quickly and directly (Cheng, 2020). Ongoing research surrounding social media and response strategy has generated a subfield: social-mediated crisis communication (SMCC; Lim & Brown-Devlin, 2021). SMCC refers to the social-mediated dialogue between the organization and its public and dialogue within the organization or the public.

Moreover, the booming fame of social media has amplified the importance of secondary crisis communication. Primary crisis communication represents sending crisis-related messages to audiences, while secondary crisis communication considers these audiences' crisis communication behavior after receiving an initial message (Zheng et al., 2018). Consequently, there is an urgent need to expand knowledge of failures and response strategies in the digital era, such as online service failures (Su et al., 2019) and robot apology messages (Wang et al., 2021). On the other hand, more theory-building is needed to explore these issues, which can enrich the body of knowledge about the effects and functions of social media in this discipline. Current dominant theories, such as image repair theory and SCCT, are suggested for examination in the social media environment, along with the development of new theories.

CSR Applications in NBEs and Response Strategies

Another critical research avenue relates to the application of CSR in this domain from several perspectives. First, the CSR buffering effect is related to pre-crisis CSR associations as reservoirs of goodwill and antecedents of corporate crises from a managerial point of view, thereby protecting the company from reputational damage associated with NBEs (Antonetti et al., 2021). Second, Park et al. (2020) classified reputational crises into two types based on consumers' perceptions of corporate associations: corporate ability (CA) and corporate social responsibility (CSR) crises. Third, CSR-based crisis communication is another dominant theme with concepts relating to post-crisis CSR communication (Ham & Kim, 2019). CSR is viewed as a communication event and a symbolic resource that signifies the corporation's involvement in society to secure organizational legitimacy. Thus, CSR can potentially offset the negative impact of a crisis (Antonetti et al., 2021). However, CSR-based crisis response messages should be carefully crafted based on situational factors such as crisis type (Antonetti et al., 2021; Ham & Kim, 2019), CSR motives (Ham & Kim, 2019), CSR history (Ham & Kim, 2019; Vanhamme & Grobben, 2009), and media types like news or social media (Vogler & Eisenegger, 2021). Overall, the CSR concept has the potential to be applied in the whole NBE journey: pre-crisis, crisis, and post-crisis. Besides, CSR's benefits might be somewhat tenuous or contingent. Building on these arguments, there is a drastic call for studies to theoretically and practically explore CSR's critical and beneficial roles in these contexts. Given the inherent connection between CSR and ethics, the ethical dimension appears underexplored and warrants greater attention in future research.

Emerging Theories and Perspectives

By linking identified theories from various disciplines, this study also offers a representation of the theoretical basis for integrating the literature domain and addresses related theoretical foundations and research gaps. The findings debate an important limitation of this domain in that it is dominated by limited theories, such as resource exchange theory (Smith et al., 1999), justice theory (Goodwin & Rose, 1992), social resource theory (Roschk & Gelbrich, 2017), theory of image restoration (Benoit, 1997), attribution theory (Weiner, 1985) and SCCT (Coombs

& Holladay, 2002). The analysis of the top 10 most cited articles and authors in Tables 1 and 2 supports this. Hence, rather than solely dependent on the current theories, the NBE-response strategy domain needs to merge with other theoretical frameworks to develop a strategic approach for response strategies and advance the emerging social perspective in this domain. All our analyses prove that some investigations have already started that will take into account integrating this field with other theoretical approaches beyond its disciplines, notably social psychology theories like appraisal theory (Kim & Cameron, 2011; Gelbrich, 2010) and persuasion knowledge theory (Ham & Kim, 2019) as well as communication perspective such as social-mediated crisis communication (Lim & Brown-Devlin, 2021), information integration theory (Dawar & Lei, 2009), expectancy violation theory (Tao, 2018), even law discipline like stealing thunder (Guchait et al., 2019) and management prospect for instance, contingency theory (Cambra-Fierro et al., 2015; Dutta & Pullig, 2011) that could help in formulating effective response strategies in different crisis occasions.

CONCLUSION AND IMPLICATIONS

This research has developed an integrated analysis of response strategy evaluation in the NBEs domain, from multiple perspectives and across different periods, to provide an accurate framework for advancing this domain. Using bibliometric analysis, this study systematically reviewed prominent journal articles published between 1986 and 2023 and provided a comprehensive understanding of the diverse research dimensions. Concerning the results of the present study, this discipline has benefited profoundly from a solid theoretical and diverse heritage. Related to two significant theoretical perspectives (attribution theory and social resource theory), there are mainly four identifiable clusters of themes and concepts, namely, (1) service failure and recovery, (2) corporate communicative response strategies, (3) CSR response strategies, and (4) Consumer negative emotions. The analysis also uncovered the thematic evolution of related research, delivering a longitudinal assessment of this domain. To do so, the retrieved literature is divided into four stages: namely, the initial stage (1986-2004), the formative stage (2004-2014), the contemporary stage (2015-2019), and the evolving stage (2020- 2023). These stages present more fine-grained insights into the research patterns over time. What is more, the results address the new trends such as theoretical convergence of service failure and brand crisis like service failure communication, influences of social media and digitalization on response strategies and NBEs, including social-mediated crisis communication and robots, CSR applications in this domain, and emerging theories such as appraisal theory and persuasion knowledge model. The study identified a significant shift towards a social perspective in the future of this field.

The findings of this study will serve as an underpinning for future multidimensional and interdisciplinary research and practical guidance for managers and practitioners. Regarding the theoretical implications, our study offers a much-needed contemporary understanding of the diverse research dimensions in NBEs and of response strategies. Although there have been earlier bibliometric studies examining service failure, brand crisis, and brand scandal in different contexts, this study is among the first to integrate key concepts of NBEs to examine the relevance and effective response strategies in these negative events. This paper also encourages a better understanding of this field's influential theories, main themes, and concepts, revealing where they came from, how they clustered and evolved over the years, and where they may be heading in the future.

This study also provides significant practical implications. Due to the rise in NBEs in recent years, marketers seek accurate information on the factors that affect consumers' perceptions, attitudes, and behaviors. This study provides practical guidelines for understanding which factors influence consumers' responses to NBEs and for different response strategies. On the other hand, our review helps businesses fully understand the process of the gradual integration of the NBE and response strategy. The publishing patterns, notably during the contemporary period (2015-2019), indicate that the response strategy in NBEs has become a strategic and managerial concern. Besides, our review outlines recent advancements and the leading-edge direction in the response strategy-NBE domain. The findings help managers, marketers, and practitioners embrace CSR, social media, robots, chatbots, and new technologies as opportunities and find the most appropriate paths to tailor effective response strategies through them. Accordingly, the review suggests companies should consider aligning their response strategies (e.g., apologies, empathy, and compensation) with NBE causal attributions and conditions, audience characteristics, and consumer-brand relationships, which are crucial for devising effective ways to take corrective action, rebuild brand reputation, and manage customers' post-crisis perception, emotions, and behavioral intentions. Crisis management should also consider communication channels and media, message form and content, resilience building, and pre-crisis management.

LIMITATIONS AND FUTURE RESEARCH

Despite these insightful findings, we acknowledge some limitations. First, the Web of Science was chosen as the primary database; hence, we encourage other scholars to explore this domain using databases such as Google Scholar or SCOPUS, in addition to WoS, which may yield additional supplementary results and implications. Besides, the Web of Science database excludes journals that are not indexed in WoS. Journals indexed in WoS are selected based on journal quality criteria as a mitigation factor. Second, different techniques could be employed to conduct a systematic review, such as domain-based, theory-based, method-based, and meta-analytical reviews, which reveal different intellectual and conceptual structures. Third, we have used a specific set of keywords aligned with our search strategy; therefore, different search terms might increase coverage of the available literature. Fourth, themes and concepts in this research have been explored through the co-occurrence of keywords. Additional information, such as titles, abstracts, and even full texts, could also be considered for a more complete and thorough exploration by text mining approach. Fifth, our study revealed various themes related to “what to say” and “how to say” aspects of response strategy through the analysis. However, the source-related, timing-related, process, and procedural aspects of the response strategy, and their impact on consumer response, could also be investigated.

Last but not least, future studies might adopt a more contextualized and localized approach to response strategy-NBEs, which might condense the results of the current paper by contributing new insights. Despite these potential issues, our bibliometric analysis provides novel and salient insights into this domain. We are therefore hopeful that, by building on the knowledge gained from analyzing past research, this exhaustive review of response strategies in the NBEs domain provides scholars interested in both areas with greater clarity while investigating important theories, topics, and future directions.

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Appendix 1- Keyword Search

"brand crisis" or "brand crises" or "crisis type" or "corporate crisis" or "corporate crises" or "brand transgression" or "brand transgressions" or "brand failure" or "brand failures" or "brand violation" or "brand violations" or "brand misconduct" or "brand misconducts" or "brand scandal" or "brand scandals" or "brand betrayal" or "brand betrayals" or "negative brand events" or "negative brand event" or "negative event" or "negative events" or "negative marketing events" or "negative marketing event" or "negative publicity" or "negative publicities" or "negative brand publicity" or "negative brand publicities" or "product harm crisis" or "product-harm crisis" or "product-harm crises" or "product harm crises" or "product failure" or "product failures" or "product scandal" or "product scandals" or "product related crisis" or "product-related crisis" or "performance failures" or "performance failure" or "service failure" or "service failures" or "service transgression" or "service transgressions" or "word-deed misalignment" or "deception" or "lie" or outright lie" or "decoupling" AND "crisis communication" or "crisis communications" or "response strategy" or "response strategies" or "crisis response" or "crisis responses" or "apology" or "apologies" or "organization response" or "organization responses" or "corporate response" or "corporate responses" or "response type" or "response types" or "communicative Responses" or "communicative Response"