



Transforming strategies in the digital era: The role of social media in customer value analysis and crisis management for tourism firms

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**TRANSFORMING STRATEGIES IN THE
DIGITAL ERA: THE ROLE OF SOCIAL MEDIA
IN CUSTOMER VALUE ANALYSIS AND CRISIS
MANAGEMENT FOR TOURISM FIRMS**

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ABSTRACT

Social media is gaining popularity nowadays and is increasingly being used by many small and large organisations. Organisations

are adopting new social platforms and technologies to achieve their key and effective management strategies. However, there are still opportunities to explore the role of new technologies in developing useful strategies. In current research, the utilisation of technological tools especially social media was examined to improve the customer value analysis in the organisations. Besides, the research of social media use for crisis management is also increasing and the relevant strategies are still being-investigated. To overcome this gap, this research aims to evaluate the impact of the use of social media on customer value analysis and crisis management. To attain this, a detailed questionnaire was adapted from several different studies. Data were collected from a diverse targeted sample of tourism-related firms from all over Malaysia, including hotels, resorts, travel agencies and transportation companies. The model was tested using Smart PLS software and the results were generalised. Overall, this research will add a noteworthy contribution to the literature by highlighting the significance of social media and recognising its urgency during crisis for businesses. It will also help in answering questions regarding the role of social media usage towards customer value analysis and crisis management of organisations in the Malaysian tourism sector. Moreover, the practitioners will use the findings to make strategies for crisis management and build customer value chain.

Keywords: Customer value analysis, business performance, crisis management, social media, tourism.

INTRODUCTION

The rise of social media in the last decade has hugely impacted the booming tourism sector. The social media has served as the easiest way for the customers to make decisions for travel destinations. The research has proven that the use of social media positively impacts the customer value analysis of an organisation as it provides enhanced promotion to the customers (Zaker, 2017). In the global context, the customers engage with the social networking sites to plan their trips, make informed decisions about their travel and even share their personal experiences with other customers. From Malaysia's perspective, the use of social media has also impacted its tourism sector. Specifically, the tourism industry has grown tremendously during the past few decades, thus becoming the centre of tourism excellence in the Southeast Asian

region. Due to that, tourism is the third largest contributor to the Malaysian national economy (Sharif et al., 2020).

The significance of social media in improving multiple issues has also increased the scholars' interests. For example, a major possible contribution of social media is to manage the crisis for wellbeing. However, the research related to technology usage in the extant literature is scattered among different sectors and very scant in the largest service sector, that is, tourism. Therefore, it is crucial to analyse the influence and impact of social media on the tourism industry, especially due to the monumental benefits which social media may offer to the business sector (Zeng & Gerritsen, 2014; Chu et al., 2020).

The social media provides real, visible and straightforward associations between tourism entities and customers. Among the many benefits which the social media may offer, the crisis management is very important (Hassan & Alias, 2010) as it is considered very crucial to respond according to the type of the crisis as the stakeholders expect this from organisations (Roshan et al., 2016; Saroj & Pal, 2020:). Moreover, with the expansion and diversification of the tourism sector, the related organisations have become vulnerable to several types of risks. Thus, the effective management of the crisis is a strategic necessity for a tourist organisation, whether it is preparing for unforeseen risks or reducing the impact that might affect the business right after the crisis occur (Saroj & Pal, 2020). Sometimes, the social media is the reason for spreading negative information quickly. However, it can also be a tool to revert any damage (Du-Plessis, 2018). Some researchers pointed out that social media in times of crisis might aggravate the existing problem (Zheng et al., 2018).

Besides, the effective use of social media for crisis management has aided in the customer value analysis. It is noted that a positive use of social media helps in avoiding the risk and hence contribute to the customer value analysis. It directly influences consumer perception regarding the service sector (tourism in this case) on its emotional and functional values (Opara & Azuonwu, 2020). Customers are usually comparing things with other options available while intending to use them. In line with the definition of customer value analysis for tourism, the customer only prefers it if they believe it is worthy, have functional and emotional value (Tuan et al., 2019). Moreover, the tourism products should have some good social value that is recognised by his/her social circle.

With the emergence of the Covid-19 pandemic, many sectors are facing disastrous situations. Here, current research plays a vital role by identifying the social media role to manage the crisis and enhance customer value analysis for a key sector (tourism) of Malaysia. The present study investigated the social media impacts on crisis management by using a quantitative analysis of the collected data from Malaysian tourism organisations.

Besides that, with the lack of available studies that focused on the impact of social media on customer value analysis and crisis management, especially in the tourism context, the current research added a noteworthy contribution to the literature in a couple of ways. Initially, it helps to better recognise the urgency of social media during times of crisis and the importance of utilizing social media to revert the damage crisis might cause. Secondly, it provides insight into the impact of social media usage in tourism organisations to better understand the audiences' needs and wants and further use this knowledge to improve customer value analysis.

LITERATURE REVIEW

Social Media

The social media by concept is the combination of Web 2.0 technologies, content and user communities. Web 2.0 is a mixture of technologies, trends and business strategies. It is used by people to interact with each other through these technologies (Ahlqvist, 2008). People share their pictures, information, articles, blogs and videos to interact with others and build a social community. Several efforts were made to explain social media structure and purposes. However, most definitions of social media are customer-centred (Safko & Brake, 2009). Moreover, more user-centred definitions reflect application characteristics of social media for businesses (Helms et al., 2012; Kietzmann et al., 2011).

Social Media for Businesses

The social media has been used for business purposes for several reasons. It has changed the old-fashioned business strategies by introducing more efficient means of communication blogs where

users can easily interact with one another (Curran & Lennon, 2011). The social media assists advertising in dispersing individuals with seemingly marginal concerns (Rodriguez, 2012). In addition, the social media attracts managers due to its importance in sales and advertising. A recent global management study has shown that almost half of the customers pay attention to SM's role in the purchasing process (Agnihotri et al., 2012). Therefore, the social media assembly precedes the development and implementation of wealth (Kaplan & Haenlein, 2009). Furthermore, the use of social media decreases the costs of transfers and ease of access; thus, it is a vital promotion tactic where businesses form their connections with clientele (Agnihotri et al., 2012). Not limited to personal and business perspectives, the social media can also be defined through the honeycomb model, which is widely used by researchers Kietzmann et al. (2011). This framework includes the functional attributes of social media tools as well as the implications of the social media (Prodanova & Looy, 2017).

Honeycomb Framework of Social Media Functionalities

Briefly, the Honeycomb framework by Kietzmann et al. (2011) analyses the impact of Web 2.0 tools by differentiating among seven social media functional blocks. This structure perfectly explains the implications of each block and how social media should be tied to businesses. The functions include "Identity", which discusses the information revealed on social platforms and can be any information related to business or individual. This is followed by "Relationships", which talks about the attachment of users with other entities. It is done by interacting with other users/customers using the social platform.

On the other hand, "Presence" measures the identification of the user's current location, e.g., check-ins, by using the mentioned feature and making other users know about their existence. "Reputation" refers to each user measures the level of other users' reputation by checking the followings of that users. "Sharing" discusses the extent to which each user shares personal interests by uploading a photo or update on the platform. "Conversations" is the extent to which each user communicates with others on any given platform by sending messages or through calls. Last but not least, "Groups" is the extent to which each user can form their own society or sub-society (Kietzmann et al., 2011). All these functions help in understanding the social media linkages with businesses. However, some factors need to be discussed

while linking social media with business. These factors will help to understand “why” businesses use social media so frequently nowadays.

Factors of Social Media Functionalities

Social Capital is defined by how social media affects organisations’ relationships with society. The organisation’s social capital is revealed by the activities on applications, such as search engines. While organisations must consider more than their own directors or clients, they are all confronted by unrecorded public observations through social media (Falck & Heblich, 2007; Fieseler et al., 2010).

Customers’ Revealed Preferences is defined by the degree to which social media exposes users’ likings. Presence, conversation and sharing resources are linked to this factor. Through social media websites such as Facebook or Instagram, potential customers can convey their interests that would ultimately enhance organisations’ observed actions towards customers (Beshears et al., 2008). Social Marketing is defined by the degree to which its resources are converted into monumental competencies such as revenues. Presence, conversation and sharing resources are linked to this factor. Organisations have adopted social media as a vital part of their marketing strategies (Mangold & Faulds, 2009). Social Corporate Networking is defined by the degree to which resources are converted into operational performance capabilities. Relationships and Groups resources are linked to this factor. At the same time, it represents the relationship of the organisation through SM. As social media is a low-cost communication tool for an organization, it can strengthen the corporate relations with others inside or outside the organisation (Korzynski, 2012).

Crisis Management

Crisis management (CM) can be characterised as the several ways an organization employs to prevent or reduce the influence of the crisis (Coombs, 2014). Different studies have different interpretations, but the most common is the 4C concept. For tourist organisations to understand the problem, they need to recognise the 4Cs (Mitroff, 1988), that include cause, consequences, cautionary measures for prevention, and coping mechanisms for responding. The cause helps to determine

the reason behind the crisis. It is important to identify the problem, type and root from which it started. The consequences enable people to determine the impact or effect of that crisis. For example, what disaster it can bring and how much the impact will be. After getting the information regarding the disaster, relevant measures for prevention and decisions to cope and respond to it is required.

The crisis is an unexpected risk occurrence that leads to a critical period of difficulties (Fink, 1986). The management of an unexpected occurrence with low probability and high impact risk can result in the failure of an organisation and requires immediate action (Rehman et al., 2021). Faulkner (2001) also argued that crises or disasters are events that can unexpectedly challenge an organization's coping abilities. It might lead to unwanted results if the crisis is not dealt with immediately, with accurate and effective measures. Current research has used three dimensions to measure crisis management as suggested by Chan (2014).

Phases of Crisis Management

The first phase is *crisis preparedness*. During this phase, the emphasis is given to preventive actions that aim to reduce identified risks that can cause a crisis. Knowing that not all crises can be prevented, crisis preparedness should be highlighted while planning for the crisis management and providing training to the crisis management team. The next step is *crisis response*. During this phase, the emphasis is on the speed and efficiency of the primary response. There is a need for rapid situational responsiveness to assist authorities to respond effectively when the crisis occurs. The effective use of social media platforms is critical during this phase to engage public networks to collect, analyse and broadcast information in a timely manner. Last but not least is the *crisis recovery*. After the first two phases, there is a long time to recover. As there is no urgency or immediacy of action needed, there is a requirement to plan and support to bring the situation back to normal.

Customer Value Analysis

Overall, there is no general definition that can explain customer value analysis perfectly; therefore, it has been widely discussed from different

perspectives. According to Woodruff (1997), customer value analysis is characterised as an essential tool for understanding the clients and their needs to generate a great value-based strategy. It is also known as buyer's perception of significant value with a comparison to the quality of product or service they are intended to purchase (Dodds et al., 1991).

Proper analysis and planning can bring a fruitful impact on businesses. According to the Profit Impact of Market Strategies (PIMS), if customer value analysis is adequately controlled, it brings quality, reduces relative cost and increases customer intention. A passionate bond can be built between client and business after utilising a product or service provided by careful customer value analysis (Butz & Goodstein, 1996). In the current research, the customer value analysis is investigated on a few factors discussed in the following sections.

Factors of Customer Value Analysis

The initial factor, customer perceived sacrifices, refers to the trade-offs or sacrifices made by customers in order to obtain a particular offering (Zaker, 2017). Mostly, customers weigh the price of a product, or a service based on its value for money by comparing the ratio of the price, quality and quantity (Stevens, 1992). Next, the perceived functional value is defined as “perceived utility acquired from an alternative’s capacity for functional, utilitarian, or physical performance” (Sheth et al., 1991, p. 160). These values emphasise solutions for customers, where their needs are to be delivered within a shorter period, less energy, less cost of search and decision-making (Rintamäki et al., 2007). The factor of perceived emotional value is defined as “perceived utility acquired from an alternative’s capacity to arouse feelings or affective states” (Sheth et al., 1991, p. 161). This value stresses the feelings or experience of customers while using a service or a product (Smith & Colgate, 2007).

On the other hand, the perceived social value refers to the situation when a customer purchases a product or a service; it can enable customers to increase their self-esteem and social status (Peltonen, 2016). Moreover, this concept discusses the emotional benefits received by the consumers by interacting with others. The consumers try to share the product or service experience to build their reputation.

HYPOTHESES DEVELOPMENT

Social Media, Crisis Management and Customer Value Analysis

In addition, the Internet technology is considered an important factor in the success of any entity. Practitioners have suggested the use of technologies, especially social platforms, for businesses' success (Schultz et al., 2012). If such platforms, including Facebook, WhatsApp or Twitter, are being used efficiently, these can positively impact the performance of any business activities (Paniagua & Sapena, 2014). Likewise, the dependency of social media on the tourism business is also increasing, with most of their activities being shared and promoted on social platforms. True enough, travellers engage on social networking websites to search for trips, make informed decisions about their travels and share their personal experiences.

In a study by Intan Salwani et al. (2009), it is found that the usage of e-commerce is a crucial tool to determine the social media of an organisation in the tourism sector. Social media has helped the tourism industry in various ways. Due to this, the world is virtually connected through various online tools. A study by Paniagua and Sapena (2014) claimed that numerous people's extensive popularity and escalation of social media usage had forced the corporate world to pay attention and priorities being socially active in the networking communities. Most of the businesses have shown their existence on some social media platforms.

Recently, the corporate companies have stopped and comprehended business consequences and the landscape of this new phenomenon which is created and to some degree controlled by the users. When considering tourism, people are overall eager to travel. Unfortunately, this also might mean that a crisis happening in one part of the world could influence the tourism sector on a larger scale (Telfer & Sharpley, 2015). However, it is not always necessarily uncontrollable, as long as tourist organisations can get ahead of these crises and prepare themselves for those circumstances (Graham et al., 2015).

Nowadays, more and more researchers are attracted to the subject of crisis management (CM) and tourism. It happened not only in Southeast Asia, where numerous crises arose in recent years, but also applicable

to the entire world. However, studies on the Malaysian tourism industry remain comparatively few in numbers (Ghaderi et al., 2012). Currently, Malaysian tourism and government organisations are dealing with crises either based on an emergency procedure, a set of instructions or a haphazard response (Avraham, 2015). Some common types of crises that can affect the tourism sector in Malaysia are natural disasters, political instability and epidemic (AlBattat & MatSom, 2014). Several authors have examined the impact of outbreaks of human and animal - passed on diseases (Scott et al., 2013; Teitler-Regev et al., 2014) and economic and financial turbulence (Chou, 2013; Kennell, 2014) have also received attention.

Furthermore, a study to determine the importance of social media on the effectiveness of crisis management in the tourism sector was conducted (Sigala, 2011). The nature of the study was qualitative, and the implications of social media were exemplified with several examples from past literature. Based on the study, the authors concluded that social media usage improves crisis management for tourism organisations. The authors also suggested the ways tourism organisations should exploit the information sharing, connectivity, and cooperation abilities of social media to improve their crisis management strategies.

The influence of social media can be seen while managing a crisis because crises evolving online is rather difficult to predict and can elevate fast, causing damage to the customer value analysis of the organisation (Bensoussan & Fleisher, 2009). Therefore, social media can present opportunities and challenges for organisations in crisis management. For example, social media is a key crisis communication tool between organisations and the public (Freberg, 2012; Jin et al., 2014). Yet, social media is mostly used by private citizens rather than at the governmental level. Social media can quickly deliver harmful information and remarks about a crisis, causing damage to the image and branding of tourist organisations. As a result, tourist organisations are advised to efficiently use social media to control the crisis spread and converse it well with people during and after the crisis.

Social media platforms provide real, noticeable, and straightforward associations between organisations and consumers. It can improve organisations' brand awareness and extends users' reach. There is a relationship between a deeper value analysis of fluctuating needs and preferences and greater efficiency in marketing strategies (Zaker, 2017).

Besides that, it is known that the usage of social media improves the quality of crisis management in any organisation. However, the direct effect of inferior crisis management on the customer value analysis of an organisation is still not clear. Also, the present literature does not reflect upon the mediating role of effective crisis management on the relationship between social media usage and customer value analysis in Malaysian tourism industries. The reviewed literature helps to identify the direct effect of all three variables on each other. Hence, the findings of the current study will be essential in its ability to impact the organisations in the Malaysian tourism sector positively. Eventually, that will affect the overall growth of Malaysia's economy due to the huge contribution from the tourism sector. Therefore, it is hypothesised that:

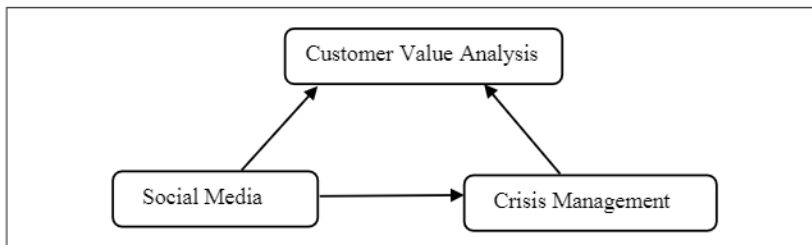
H₁: Social media significantly and positively influences crisis management.

H₂: Social media significantly and positively influences customer value analysis.

H₃: Crisis management significantly and positively influences customer value analysis.

Figure 1

Research Framework



METHODOLOGY

The research was conducted by following the Saunders onion guide provided by Saunders (2009). Initially, the research follows the positivist philosophy to generate research questions extracted from the literature. It states that there is only a single reality. in line with the

positivist philosophy, the deductive approach was applied. It helped in deducing the hypotheses from the literature. Three research questions were deduced with the application of the deductive approach. Moreover, the data were collected from a single unit in a specific time by using the closed-ended questionnaire. Therefore, cross-sectional and quantitative research design was considered suitable and hence applied.

Table 1

Variable Measurements

Variables	Indicators	Items	References
Social Media	Social Capital	4	Kietzmann et al. (2011)
	Customers' Revealed Preferences		Falck and Heblich (2007)
	Social Marketing		Fieseler et al. (2010)
	Social Corporate		Beshears et al. (2008)
	Networking		Mangold and Faulds (2009)
Crisis Management	Crisis Preparedness	3	Korzynski (2012)
	Crisis Response		Wang and Dong (2017)
Customer Value Analysis	Crisis Recovery	4	Stevens (1992)
	Customer Perceived Sacrifices		Sheth et al. (1991)
	Perceived Functional Value		Rintamäki et al. (2007)
	Perceived Emotional Value		Smith et al. (2016)
	Perceived Social Value		

The data were analysed using SmartPLS, which has advanced reporting features and is considered to be user friendly and provide efficient results (Hair et al., 2019). Wong (2013). For the data collection method, the five-point Likert scale questionnaire was used. To increase the validity and reliability of this study, the questionnaire items were adapted from existing literature in the fields of social media, crisis management and customer value analysis as shown in Table 1 and 2. The feedback from questionnaire was collected from the Malaysian tourism sector. The unit of analysis for this study was individuals ranked as managers or above. The data were collected by visiting firms and contacting them on conferences related to tourism. A total of 156 useful responses were received mostly from Kuala Lumpur, Penang, Pahang and Malacca. These states are known for tourism activities as well. Kuala Lumpur is considered as a friendly destination for tourists (Anuar et al., 2013),

whereas Penang, Pahang and Malacca are highest demanding states as argued by Ooi et al. (2013).

Table 2

Sample Questions

Variables	Indicators
Social Media	<ol style="list-style-type: none">1. The social media sites provide features for interactive communication with our customers.2. Our organisation utilizes social media for interactive communication with our customers.3. Interactive features of the social media sites that our organisation use is rich and evoke responses.4. The social media sites provide features for interactive communication with our customers.
Crisis Management	<ol style="list-style-type: none">1. We have easy accessibility to crisis management resources.2. Our organisation has adequate budget in its strategic plan in case of a crisis situation.3. Our organisation has crisis management plan training on an annual basis.
Customer Value Analysis	<ol style="list-style-type: none">1. Our service is reasonably priced.2. Our service offers value for money based on previous experiences.3. Our service would be economical.4. Our service is reasonably priced.

RESULTS

Measurement Model

Reliability Analysis

The reliability or consistency was measured by using PLS algorithm technique in Smart PLS. The values for Cronbach's Alpha were examined and ensured less than 0.70 as recommended by Nunnally et al. (1967). Results show that all values of constructs are above 0.70 and presented in Table 3. This reliability is further examined through high level internal consistency test (Composite Reliability), that is also observed above 0.70 for all constructs. Both indicators met the criteria of minimum threshold 0.70 and thus confirmed good reliability (Petter et al., 2007).

Table 3

Reliability Testing

Variables	Code	Loading Value	Composite Reliability	Cronbach Alpha
Social Media	SM_M_01	0.721	0.848	0.764
	SM_M_05	0.743		
	SM_M_06	0.781		
	SM_RP_04	0.805		
Customer Value Analysis	CVA_CPS_02	0.894	0.973	0.970
	CVA_PEV_04	0.703		
	CVA_PEV_05	0.726		
	CVA_PFV_01	0.729		
	CVA_PFV_02	0.766		
	CVA_PFV_03	0.876		
	CVA_PFV_04	0.882		
	CVA_PFV_05	0.906		
	CVA_PFV_06	0.818		
	CVA_PFV_07	0.778		
	CVA_PFV_08	0.870		
	CVA_PFV_09	0.848		
		0.857		
		0.743		
	0.873			
	0.715			
	0.724			
	0.847			
	0.723			
Crisis Management	CM_G_03	0.808	0.960	0.955
	CM_G_04	0.794		
	CM_G_05	0.819		
	CM_G_06	0.746		
	CM_G_07	0.761		
	CM_G_13	0.738		
	CM_P_02	0.699		
	CM_P_05	0.714		
	CM_P_06	0.772		
	CM_P_07	0.704		

(continued)

Variables	Code	Loading Value	Composite Reliability	Cronbach Alpha
	CM_Rec_02	0.778		
	CM_Rec_03	0.799		
	CM_Rec_04	0.774		
	CM_Rec_09	0.822		
	CM_Rec_10	0.811		
	CM_Res_06	0.719		
	CM_Res_07	0.728		

Validity Testing

After confirming the reliability in measurement model, the validity of the data were analysed. It was done through the examination of Convergent Validity that determined how well the indicators load or converge (Petter et al., 2007). The Average Variance Extracted (AVE) were checked with a minimum accepted value for good validity is 0.50 for all the constructs. Additionally, using the square root of AVE, a Discriminant Validity test was performed. Discriminant Validity refers to how constructs are different from one another in the same model (Harrison & Johnson, 2019). The square root of AVE should be higher than the correlations between the constructs. The established validity results are presented in Table 4.

Table 4

Validity Testing

Variables	AVE	CM	CVA	SM
Crisis Management (CM)	0.585	0.764		
Customer Value Analysis (CVA)	0.645	0.650	0.800	
Social Media (SM)	0.582	0.710	0.790	0.762

Structural Model

Hypotheses Testing

Structural model is used to identify the relationships between given variables and compatibility of model. In the current study, the

relationship between the social media and customer value analysis (H₂), the social media and crisis management (H₁) and the crisis management and crisis management and customer value analysis (H₃) was tested. T-statistics and p value was used to analyse whether hypotheses were supported or not. If the T-statistic value was greater than 1.96 and p value was < 0.05, the relationship between variables was considered to be supported and significant. All the values of T-statistics and p are shown in table 5. It is clear that hypotheses 1 and 3 were supported whereas hypothesis 2 was not supported.

Table 5

P Values and T-Statistics for Hypotheses

Hypotheses	S. Error	T- Statistics	P-Values	Results
H ₁	0.040	18.657	0.000	Supported
H ₂	0.090	1.767	0.077	Not Supported
H ₃	0.080	10.850	0.000	Supported

DISCUSSIONS

Three hypotheses were tested to examine the importance of social media, crisis management and customer value analysis in the tourism sector of Malaysia. The results revealed that social media has a positive impact on crisis management. This is quite important for tourism businesses as it provides them with a cheap and easy tool to handle the issues, especially during the period of the COVID-19 pandemic. The findings are consistent with the past literature (Reuter et al., 2018; Sigala, 2011). The authors also suggested the use of social media for uncertain situations. The social media also provides an insignificant impact on the customer value analysis. The results are indifferent to the proposition made in the literature review. It is not consistent with Zaker's study (2017) which found that the social media is an important tool to improve different aspects of the organisation. There are several reasons that help to understand the indifferent results. Firstly, nowadays, social media is used to dodge customers by targeting their needs and showing the dream product and service they are looking for. It urges them to take it immediately, but the actual product is somewhat different from the customer's expectation. Another reason could be due to the cultural

and geographical differences in the study settings, as both studies are conducted in different cultures and countries. Finally, the crisis management was found to affect the customer value analysis positively. There are limited studies available that discuss crisis management and customer value analysis findings. The results showed that if a business can handle these uncertain or difficult situations effectively, it will increase its value for customers.

Thus, the social media should be utilised as the marketing and communication tool. It should be used for the tourist organisational strategy to reach out to the customers and obtain any information needed to improve the business. During the crisis, the social media, in particular, can help the company's management come out of that situation with the least amount of damages.

IMPLICATIONS

All in all, the results of the current study are useful for both academics and practitioners. The social media is found to be the key for crisis management. It can be used as the communication tool between the tourist providers and the public. The same argument (Freberg, 2012; Jin et al., 2014) has been made, stating that it quickly delivers harmful information and information about a crisis that reduces the risk of damage and saves the organisational image. Thus, the findings will help the tourist organisations use the social media and efficiently control the crisis spread. It can also be used to update the consumers regarding the status and steps taken to overcome the issues. It will eventually create a bond between them that can be used for any uncertain situations.

Another important implication for practitioners is to use the crisis management strategies to build their values among customers. This interesting finding is helpful in gaining customer value by efficiently tackling crisis management and then cashing it out by promoting the useful strategies. Finally, the insignificant impact of social media for customer value analysis helps the providers divert their attention to other tools in support of the customer value analysis. It also allows keen researchers to probe further to find the insignificant impact in different perspectives.

CONCLUSION, LIMITATIONS, AND DIRECTIONS FOR FUTURE RESEARCH

Current academic research focuses solely on the more general or management related aspects of social media. This study is based on the more thorough framework, namely honeycomb framework of social media, and analyses how the social media effects customer value analysis, specifically in the tourism sector. Based on the literature review, it is evident that there were very few studies conducted using the honeycomb framework of social media in the tourism industry. This study's contribution is a framework to improve the organisational customer value analysis using social media, especially, as it will help in managing online activities during crisis. It also enhances knowledge about the social media and how to use it as a customer value analysis improvement tool. Likewise, current study sheds light on the more technical aspect of customer value analysis of social media, enhancing better understanding of the audiences' needs and wants as well as getting control over the crisis. Specifically, one of the main contributions of this research is to have clear insight of the direct and indirect relationships between the social media and customer value analysis, as well as the social media and crisis management. In future, the same framework can be assessed in other fields and particularly with the higher number of respondents. This study only conducted the quantitative analysis of the data; future projects can use a qualitative study, which will be able to provide particularly more accurate outcomes. Additionally, all the mentioned results are based on the Malaysian context, hence, the same framework can be tested in other countries to generalise the results.

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