

ESTABLISHING A CONSUMER ANIMOSITY MODEL: MODERATING EFFECTS OF COUNTRY IMAGE, WORD OF MOUTH AND CORPORATE SOCIAL RESPONSIBILITY

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Abstract—This study aims at examining the moderating effects of country image, word of mouth and corporate social responsibility on effect of consumer animosity. International marketers have to be aware of the negative effect of consumer animosity on purchase intention. The purpose of this study is to investigate different marketing strategies of the product from animosity country could whether moderate local consumer animosity, such as setting up a better country image, enthusiastic in CSR activities, and implementing marketing plans that could spur positive WOM. And at the end, increase purchase intention. This study will be using survey by collect 400 Taiwanese consumers' data for asking four brands from two animosity countries – Korea and China. The analysis will be done by using SPSS and Amos18. The interaction effects found only in Chinese brands instead of Korean, the reason might be close cultural distance between Taiwan and China which causing acceptability of marketing strategies chosen.

key words- consumer animosity, country image, word of mouth, corporate social responsibility, purchase intention

INTRODUCTION

There was a famous case in Taiwan as having national affair with Korea in international sport game. Taiwanese taekwondo athlete YangShu-chun was disqualified after reported by Korean athlete that she neglected the rules. Recently, there was also service trade agreement problem between Taiwan and China which incurred a big issue in democracy. These two cases had caused the so-called consumer animosity from Taiwan toward Korea and China. After the incidences, Taiwanese consumer chose to boycott products from the countries. Yet, after some period of time, the sales of Korean and Chinese brands increased back in Taiwanese market by implementing lots of marketing strategies. This had presented some logics behind the usefulness of marketing strategies in solving animosity problem.

According to previous studies from Klein et al. (1998), animosity is referred as “the remnants of antipathy related to previous or ongoing military, political or economic events”. The first notion of ‘consumer animosity’ was based on research of Chinese animosity towards Japanese which Klein (1998) concluded. The animosity happened not only happened in political but also economic aspect. Therefore, international marketers have to notice the importance of consumer animosity which could affect purchasing intention.

This study is to examine the different marketing strategies such as country image, word of mouth and corporate social

responsibility could whether provide positively usefulness in decreasing negative effect of consumer animosity in Taiwanese market for both air conditioner and mobile charger product categories. And at the end, successfully increase purchase intention as marketers wish.

LITERATURE REVIEWS

Consumer Animosity

“The remnants of antipathy related to previous or ongoing military, political or economic events” is referred as animosity in international marketing literature (Klein et al., 1998). The notion of ‘consumer animosity’ was based initially on research of Klein et al. (1998) regarding of Chinese animosity towards Japanese which stemming from mistreatment during the World War II. It measures consumers’ feelings of hatred toward a specific nation, caused by any negative events toward the citizens, organizations or government of the consumers’ home country. For example, the consumers from Australia expressed animosity toward France as they conducted nuclear bomb test nearby Australia (Ettenson and Klein, 2005). According to Maher and Mady (2010), this animosity could also lead to negative repercussions on “offending” countries’ respective companies, not just country itself. The consumer might choose to boycott products from offending country as an expression of protest (Ettenson and Klein, 2005).

Something interesting is that hostility and anger toward offending country can adversely affect consumption of products from that country without consideration of superior quality or product valuable attributes such as better price and durability (Klein et al., 1998; Klein, 2002).

In short, animosity explains negative consumer feelings such as anger, hostility, antipathy and rejection of people, ideas or/and products coming from a particular country (Kiefer, 2005). The situation could also be found in traditional manufacturing product such as air conditioner and mobile charger for certain. We then infer consumer animosity could pose negative effect on purchasing intention, and lead customer to unwilling buy of these two products. The differences in country of origin would definitely influence consumer attraction in deciding buy or not buy.

H1: The consumer animosity will cause negative effect on purchasing intention toward products come from particular animosity country.

Country Image

A lot of scholars which specialized in international marketing research have paid country of origin (COO) a great attention, together with purchase intention. They found that products from different countries may incur different levels of preference from consumer. The result came out as the consumer is not only relied on product quality judgment in their purchase decisions, but where it made also play a key role. Consumer from most of the developed countries are more likely to regard products made in less developed countries as low quality, because these products carrying a less positive image from less developed countries (Gaedeke, 1973; Schooler, 1965).

Roth and Romeo (1992) defined country image as follows:

“Country image is the overall perception consumer form of products from a particular country, based on their prior perceptions of the country’s production and marketing strengths and weaknesses.” [Roth and Romeo 1992, p. 480]

They think this definition is much closer to the means consumers use in evaluating product. They also indicate that what consumers think about a country’s manufacturing ability, style and design, as well as technological innovativeness are seemed to be more congruent with product perception. They then used innovativeness, design, prestige, and workmanship as four dimensions of a country image. For instance, Korea may be linked with good design and prestige, while China is associated with weak prestige and bad workmanship.

In 1986, researchers such as Yaprak and Parameswaran (1986) already demonstrated that consumer purchase intention is directly affected by consumers’ perceptions from a source country and the perceptions about the source country and its people. Consumer animosity, as scholars pointed out could affect purchase intentions of products from particular country (Klein et al., 1998). Taiwanese consumers have animosity feeling toward Korea and China at the same time. Due to differences in country image, Taiwanese consumer would prefer Korean product since Korea provide a better country image for its recent strength in high-tech manufacturing and country developing standard compared with Chinese products. We then infer a better country image would rather attract consumer to buy than the worse country image did, because a better country image would pose a moderating effect for animosity and consequently increase purchasing intention.

H2: A better country image could positively moderate the negative effect of animosity on purchase intention.

Word of Mouth

The marketing communication channel has become multilateral and more complicating for firms to deliver and manage their product message. And most of the time, the exchanged message between peer to peer could play a decisive role in purchasing which brand of product. They talk about feature of latest smartphone, complain about Chinese counterfeit and share about usefulness of Korean cosmetics – which scholars deemed as Word of Mouth (WOM). East et al. (2007) describe WOM is an informal recommendation or complaint about anything including daily event between friends. Furthermore, WOM could now be regarded as one of the most powerful and effective communication channels (Keller, 2007). According to the previous studies, some scholars conclude that WOM has two attributes which are volume and valence (Mahajan et al., 1984; Neelamegham and

Jain, 1999). In addition, positive WOM encourages purchase, whereas negative WOM discourages purchase (Gruen et al., 2006; Harrison-Walker, 2001; Wangenheim, 2005; Wangenheim and Bayon, 2007).

This study tries to examine the effect of both WOM positive valence and discover how do WOM receivers perceive WOM in the animosity country issue, whether WOM could provide moderating effect for animosity in purchase intention. Some scholars have theoretically and empirically demonstrated that WOM can, indeed, change consumer behavior and increase the effectiveness of advertisement consequently (Mayzlin, 2006; Hogan et al., 2004). Those studies further demonstrate that WOM effectiveness is based on the overwhelming influence that it has on consumer behavior. Results show that WOM was strongly and positively linked with perceived value (Hartline and Jones, 1996) and clients intention to purchase (Crocker, 1986). Hence, we do believe the corporate ads with positive WOM can offset the negative effect of animosity, and thus increase purchasing intention.

H3: A marketing plan which spurred WOM could positively moderate the negative effect of animosity on purchase intention.

Corporate Social Responsibility

The main objective of a company nowadays is not only to maximize stockholders’ equity, but also to pursue the sustainability of managing corporation and accomplish social obligation. Some scholars have clearly stated that corporate social responsibility (CSR) as part of the business organization which could increase firms’ competitive advantage and help firm to focus on long-term sustainability (Porter and Kramer, 2006; Halme and Laurila, 2009; Brik et al., 2010; Carroll and Shabana, 2010; Blomgren, 2011; Rodriguez-Melo and Mansouri, 2011). Carroll’s pyramid model could be the most prevailing CSR definition available. The model states economic on the bottom, following with legal and ethical in the middle, and top with philanthropic responsibilities (Carroll, 1979, 1991, 1996). In this case, the economic and legal responsibilities are deemed as socially required obligations, and both ethical and philanthropic responsibilities are societal expectations and societal desires from business (Carroll, 1979, 1991, 1999; Carroll and Shabana, 2010).

There are three types of CSR marketing strategy, which are sponsorship, CRM (Cause-Related Marketing) and philanthropy (Polonsky and Speed, 2001). These three CSR could effectively affect the consumers’ positive attitudes toward the product and increase credibility and hence affect purchase intention (Lachowetz et al., 2002; Becker-Olsen and Hill, 2006). CSR also provides moderating effects for those who are sensitive with CSR during product harm crisis period, which could also influence consumer behavior (Klein and Dawar, 2004). Similarly, Chieh et al. (2011) validate that CSR has both main effects and moderating effects in the formation of purchase intention during product-harmed crisis with empirical study

We can find a moderating effect between CSR and purchase intention through reviewing the previous studies. Even with high animosity situation, CSR can also mitigate its negative effect, and increase purchase intention.

H4: Corporate social responsibility could positively moderate the negative effect of animosity on purchase intention.

In this study, two product categories from Korea and China had been chosen. The first product category was air conditioner, Korean brand-LG and Chinese brand-Haier had been chosen. For the next product category, mobile charger had been chosen. Korean brand-Samsung and Chinese brand-Mii had been selected in this product category. Just like what mentioned consumer animosity, both Korea and China are animosity country for Taiwanese consumer. Therefore, products from there two countries would decrease Taiwanese consumer's purchasing intention which fit with previous study.

RESEARCH METHOD

Based on a review of the literatures, we know that there is an existence of animosity between consumer and hatred foreign country regarding past disfavored incidence. In this study, we tend to examine the negative relationship between consumers' animosity and purchasing intention when the consumers have met certain manufacturing products made from animosity country. There were two different product categories chosen here such as air conditioner (LG & Haier) and mobile charger (Samsung & Mii). The reason we chose air conditioner in this study is it belongs to a high price product category which focused on mature and affordable consumer age more than 25. On contrast, mobile charger which belongs to low price product category has been focusing on young market. In short, we try to examine effect of consumer animosity and prove its existence in two product categories and two different consumer

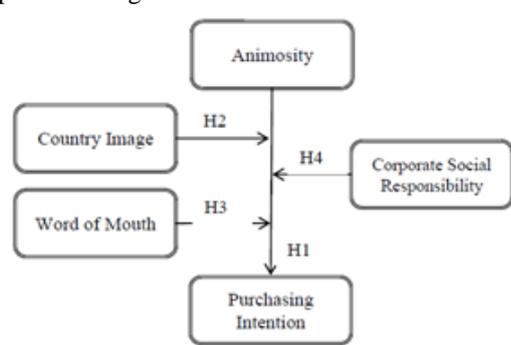


Fig. 3.1 Research Framework

groups. Three moderating variables suggested here were country image, corporate social responsibility (CSR) and word of mouth (WOM) which would positively moderate the negative effect of consumer animosity, and then increase purchase intention. Consequently, the purpose of this study is to investigate the products from animosity country could whether moderate local consumer animosity through setting up a better country image, enthusiastic in CSR campaigns, and implementing marketing plans which could arouse huge volume of positive WOM. And at the end, increase consumer purchasing intention toward goods and services from animosity country. Figure 3.1 represents this research framework.

This study conducted a quantitative research by using questionnaires to test the hypotheses. In the questionnaires, three variables such as Country Image, WOM and CSR have been used to investigate whether could positively moderate negative effect of animosity on purchase intention in air conditioner and mobile charger market.

This questionnaire contains six main parts, which are consumer animosity, country image, word of mouth, corporate social responsibility, use intention and demographics. To compare two different animosity countries, this study finally

chose Korea and China. Based on the review of literature, this study used multi-item seven-point-Likert-type scales with anchors of 1=strongly disagree and 7=strongly agree to measure the variables. Conceptualization and items for measuring these variables were developed and modified from previous literature.

For animosity, this study has adopted four items from concept of Klein et al. (1998) and two items from concept of Russell & Russell (2006). For country image, Roth and Romeo (1992) conclude the term as multi-dimensional, and finally use innovativeness, design, prestige and workmanship to test it, so as this study. Consequently, there are four items in country image part. For word of mouth, this study has adapted one item from Cheung et al. (2008) which is WOM quality and two items from Harrison-Walker (2001) which are WOM intensity and WOM valence. There are five sub-items for WOM quality; two sub-items for WOM intensity; and nine sub-items for WOM valence. For corporate social responsibility, this study has adapted one item from Currás-Pérez et al. (2009). There are six sub-items for perceived corporate social responsibility. For purchase intention, this study has adapted three items from W. B. Dodds et al. (1991).

400 questionnaires were sent out. However, 363 questionnaires were collected and only 349 pieces were valid to use in this study. In this study, we chose two different product categories which are air conditioner and mobile charger. LG (Korea) and Haier (China) had been chosen in air conditioner group. For mobile charger group, Samsung (Korea) and Mii (China) had been chosen. The total of questionnaires sent out to different types of Taiwanese consumer were 400 pieces, but only 349 pieces returned. LG (Korea) air conditioner had received 89 pieces and Haier (China) had received 93 pieces which formed 91% in rate of returned. In mobile charger product category, Samsung (Korea) had received 84 pieces and Mii (China) had received 83 pieces, counter rate of returned was 83.5%.

RESULTS AND ANALYSES

In this part, both hierarchical analyses and interaction effect table would be listed out.

According to model 2 of table 4.1 hierarchical analysis for LG (Korea) air conditioner, moderating variable-country image had no effect on purchasing intention. The other two moderating variables-word of mouth and corporate social responsibility had significantly positive effect on purchasing intention ($p < 0.01$). The standardized regression coefficients for both word of mouth and corporate social responsibility were 0.36 and 0.25, which represents increases in purchasing intention after moderating negative effect of consumer animosity. After considering these moderating variables, negative effect of consumer animosity on purchasing intention had been decreased (-0.42 dropped to -0.31). Furthermore, the explanation of variance also increased after considering moderating variables in model 2 compared with model 1 ($\Delta R^2 = 0.31, \text{significant}$). It was meaningful to consider moderating variables in this study. No interaction effect in this model.

Regression Equation as follows:

$$PI = 0.36 \text{ WOM} + 0.25 \text{ CSR}$$

Dependent Variable : PI (Purchasing Intention)			
	Model 1	Model 2	Model 3
Independent Variables			
CA (Consumer Animosity)	-0.27***	-0.07	-0.09
Moderating Variables			
CI (Country Image)		0.02	0.00
WOM (Word of Mouth)		0.55***	0.53***
CSR (Corporate Social Responsibility)		0.20**	0.25***
Interaction Effect			
CA x CI			-0.15
CA x WOM			0.05
CA x CSR			0.33**
CA x CI x WOM x CSR			0.25
R ²	0.07	0.51	0.56
Δ R ²	0.07	0.44	0.04
F	7.11***	26.96***	2.20*

Note: a ***p<0.01, b **p<0.05, c *p<0.1

Table 4.1 Hierarchical Analysis for LG (Korea) air conditioner

Dependent Variable : PI (Purchasing Intention)			
	Model 1	Model 2	Model 3
Independent Variable			
CA (Consumer Animosity)	-0.42***	-0.31***	-0.35***
Moderating Variables			
CI (Country Image)		0.08	0.06
WOM (Word of Mouth)		0.36***	0.37***
CSR (Corporate Social Responsibility)		0.25***	0.28***
Interaction Effect			
CA x CI			0.12
CA x WOM			0.01
CA x CSR			-0.04
CA x CI x WOM x CSR			-0.14
R ²	0.18	0.49	0.51
Δ R ²	0.18	0.31	0.01
F	19.08***	17.26***	0.59

Note: a ***p<0.01, b **p<0.05, c *p<0.1

Table 4.2 Hierarchical Analysis for Haier (China) air conditioner

As table 4.2 has shown, interaction effects of CA x CI, CA x WOM, CA x CI x WOM x CSR are not significant for purchasing intention. On contrast, CA x CSR has significant effect (p<0.1). For moderating variables, both word of mouth and corporate social responsibility were significant (p<0.01) to purchasing intention. The standardized regression coefficients for both word of mouth and corporate social responsibility were 0.53 and 0.25, which represents increases in purchasing intention after moderating negative effect of consumer animosity. The moderating effects had been proved to exist. After considering these moderating variables, negative effect of consumer animosity on purchasing intention had been decreased (-0.27 dropped to -0.09, not significant). The change in significance of model 1 to insignificance of consumer animosity in model 3 had proved moderating effects of word of mouth and corporate social responsibility. The negative effect of consumer animosity which posed on purchasing intention had been disappeared. There was no significance of country image on affecting purchasing intention. In addition, the explanation of variance increased after considering moderating variables in model 3 compared with model 1 ($\Delta R^2 = 0.04$, significant).

Regression equation as follows:

$$PI = -0.05 - 0.09 CA + 0.53 WOM + 0.25 CSR + 0.33 CA*CSR$$

Dependent Variable : PI (Purchasing Intention)			
	Model 1	Model 2	Model 3
Independent Variables			
CA (Consumer Animosity)	-0.23**	-0.24***	-0.24**
Moderating Variables			
CI (Country Image)		0.01	0.05
WOM (Word of Mouth)		0.37***	0.41***
CSR (Corporate Social Responsibility)		0.26***	0.22**
Interaction Effect			
CA x CI			-0.18
CA x WOM			0.13
CA x CSR			0.03
CA x CI x WOM x CSR			0.07
R ²	0.05	0.34	0.38
Δ R ²	0.05	0.29	0.04
F	4.43**	11.39***	0.29

Note: a ***p<0.01, b **p<0.05, c *p<0.1

Table 4.3 Hierarchical Analysis for Samsung (Korea) Mobile charger

Mobile charger

Regarding model 2 of table 4.3, consumer animosity had significantly negative effect on purchasing intention (-0.24, p<0.01), which represents an increase in consumer animosity would decrease more purchasing intention. Yet, the decrease is lowered after considering these moderating variables. Both word of mouth and corporate social responsibility had larger positive effect on purchasing intention (p<0.01). The standardized regression coefficients of word of mouth and corporate social responsibility were 0.37 and 0.26. Moderating variable-country image had no significant effect on purchasing intention. In addition, the explanation of variance increased after considering moderating variables in model 2 ($\Delta R^2 = 0.29$, significant). There was no interaction effect in model.

Regression Equation as follows:

$$PI = 0.37 WOM + 0.26 CSR$$

According to regression result of model 3 in Table 4.4, there were no significant interaction effects of CA x WOM, CA x CSR and CA x CI x WOM x CSR on purchasing intention. Yet, there was significant interaction effect of CA x CI on purchasing intention, which leads to increase on purchasing intention (0.41, p<0.01). Just like other results, there was no significant effect of country image in influencing purchasing intention. Negative effect of consumer animosity posed on purchasing intention had been disappeared (p>0.1). Both word of mouth and corporate social responsibility had moderated the negative effect and hence increase purchasing intention. The standardized regression coefficients of both word of mouth and corporate social responsibility were 0.55 and 0.4 with highly significance. By observing model 3, the explanation of variance increased after considering interaction effect in model 3 ($\Delta R^2 = 0.48$, significant).

Regression Equation as follows:

$$PI = 0.03 - 0.08 CA + 0.55 WOM + 0.34 CSR + 0.41 CA*CI$$

Interaction effect

According to Figure 4.1, we could find that when consumers facing high animosity situation, their purchasing intention is higher in high corporate social responsibility compared with low corporate responsibility. For this, we could conclude that corporate social responsibility has moderating effect on consumer animosity. In addition, negative effect of consumer animosity was insignificant after considering moderating variable-corporate social responsibility.

Dependent Variable : PI (Purchasing Intention)			
	Model 1	Model 2	Model 3
Independent Variables			
CA (Consumer Animosity)	-0.39***	-0.01	-0.08
Moderating Variables			
CI (Country Image)		0.12	0.10
WOM (Word of Mouth)		0.55***	0.55***
CSR (Corporate Social Responsibility)		0.24***	0.34***
Interaction Effect			
CA x CI			0.41***
CA x WOM			-0.16
CA x CSR			-0.10
CA x CI x WOM x CSR			-0.09
R ²	0.15	0.61	0.67
Δ R ²	0.15	0.46	0.48
F	14.41***	29.72***	3.24**

Note: a ***p< 0.01, b **p< 0.05, c *p<0.1

TABLE 4.4 HIERARCHICAL ANALYSIS FOR MII (CHINA) MOBILE CHARGER

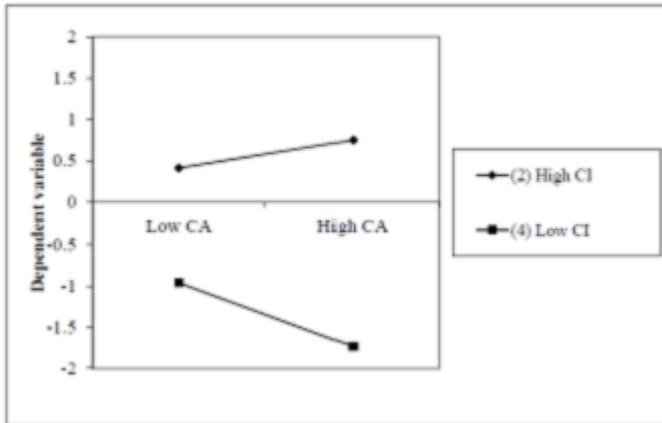


Fig. 4.1 Interaction effect of Haier (China) air conditioner

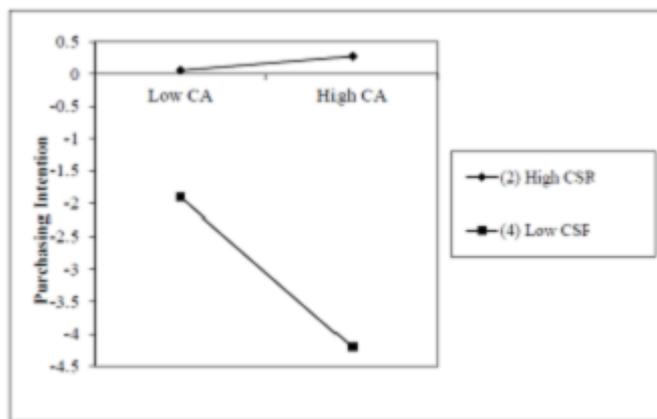


Fig. 4.2 Interaction effect of Mii (China) mobile charger

According to Figure 4.2, we could find an interesting case in which country image has no significant effect on purchasing intention on its own. But when considered together with animosity, especially in high animosity situation, the purchasing intention is higher in high country image compared with low country image. For this, we could conclude that country image has moderating effect on consumer animosity in Mii mobile charger group. In addition, negative effect of consumer animosity was insignificant after considering moderating variable-country image.

Concept	Hypotheses	Empirical Results
Effect of animosity on purchasing intention	H1: The consumer animosity will cause negative effect on the intention toward products come from particular animosity country.	Supported
Moderating effect of country image on animosity	H2: A better country image could positively moderate the negative effect of animosity on purchasing intention.	Partly Supported
Moderating effect of word of mouth on animosity	H3: A marketing plan which spurred positive WOM could positively moderate the negative effect of animosity on purchasing intention.	Partly Supported
Moderating effect of corporate social responsibility on animosity	H4: Organizing a corporate social responsibility campaign could positively moderate the negative effect of animosity on purchasing intention.	Partly Supported

Fig. 5.1 Results of hypotheses

In conclusion, consumer animosity will certainly affect consumer's willingness and make them reluctant to buy product from animosity country. The corporate could nevertheless offset the bad consequence through implementing marketing plan which could arouse abundant positive WOM or focus on what we said "WOM marketing". Most two famous one now available is buzz marketing and viral marketing. Moreover, organizing corporate social responsibility campaigns or defining CSR as organizational vision could provide helps in decreasing negative effect of consumer animosity and increasing purchasing intention. Making consumers feeling well whilst purchasing its products without concerns of the harms and dangers that corporate could create to the environment and the flora and fauna will surely benefit corporate in all ways. Nevertheless, country image according to this study had found no much moderating effect in the first three regression models, however, establish a good country image is still helpful for developing a country and make it step further.

Managerial Implication

The corporate should be aware of the danger that consumer animosity could cause and put it into first-level consideration during doing global trade. Marketers should be able to distinguish which market strategy is rather suitable and powerful to boost sales in these complicating surroundings. They should also manipulate different marketing strategies according to the heterogeneity of animosity countries and target consumers, or at least bearing the negative effect of consumer animosity in mind for avoiding any miserable fiasco. This could be a catastrophe if corporate neglects the effect of animosity. However, choosing a right marketing strategy is really beneficial. There were many discussions about effect of word of mouth since appearance of social media like Facebook, Instagram and Line. The effect of WOM is not only occurred in positive way, but also could be produced in negative way. In fact, advertisements nowadays without high possibility in eliciting positive WOM could be deemed as boring and wasting money. The effect for communication is not as forceful as ads with positive WOM. In addition, some corporations have also found the other way to be useful in protecting their companies or sub brands. The famous facial brand-The Body Shop was the first subsidiary of L'Oreal to

combine corporate social responsibility as main concept in building its business. In fact, CSR could benefit a corporate in many ways. Not only increasing a firm's competitiveness and sustainability, but also building a good corporate/brand image. According to the result of this study, a good corporate image could lower consumer animosity and increasing purchase intention. A stronger nation could nourish a more capable large company than the others. Its strengths could also enlarge MNCs' image and providing positive influence. Then, large company could provide a more systematically and standardized production to make sure the quality of product is guaranteed and secure problem is lower. In fact, country image contains prestige, workmanship, innovativeness and attractiveness of products (Roth and Romeo, 1992). Hence, the influence caused by country image could not be neglected as they are high relevance. There are increasing scholars and marketing practitioners focus on country and city marketing.

Limitations and Future Direction

A number of limitations associated with this study need to be noted. This current study focused on issue of consumer animosity in Taiwanese market. Yet, consumer animosity is a global problem for every nation and the situation varies among countries for their different national conditions. The animosity situation in Taiwanese market in which this study has showed could not represent the similar situation for other national markets. This has posed a country limitation for this study. However, the conceptual framework presented here can be used as reference. As in Taiwanese market, there were only few animosity countries could be chosen since Taiwan has always been playing a mild character and remaining harmonized relations with many countries.

In this study, both Korea and China were chosen due to their intricate relations with Taiwan. The future study should examine different animosity country due to the discrepancies each nation would provide. In recent years, there was a fishing boat incidence happened between Taiwan and Philippines causing a Taiwanese fisherman shot to death. The incidence soon elicited Taiwanese animosity. The further study should choose Philippines as animosity country to test the negative impact it had brought to Taiwanese consumers. They can also expand the study to outside national territory to choose different home country instead of Taiwan to examine the different animosity situation.

Most of the consumer data collected in this study was mainly from middle part of Taiwan which indicated a geographical limitation. This study mostly focused on young consumers in mobile charger category, and focused on mature consumers in air conditioner category. Yet, there was no controlling group. Consequently, we are not able to explain consumer animosity to different kinds of consumer are whether different. The region and kinds of respondents should be diversified in order to provide a more precise result. Hence, the wider geographical region is suggested for future study.

There are varieties of marketing strategy which the future study could choose instead of country image, word of mouth and corporate social responsibility. Since country image has almost provided no moderating effect on animosity in this study, the future study could further find out the reason why it couldn't. And for word of mouth and corporate social responsibility, the future study can specifically focus on which channel of positive WOM and what kind of CSR provide most powerful moderating effect. Online marketing and social

media marketing are the two most fast-developed and complicated yet seldom scholars focused on its efficacy on consumer animosity. Long time ago, consumers evaluated products though labels, packaging and prices. Now, they read comment and find comparisons online. The future study should accelerate the speed to step over the virtual world's territory to figure out what marketing strategy is the most powerful in offsetting consumer animosity.

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