

Crisis Management – A Special Focus on Nestle Maggi Noodles

Lakshmy Priya M G [1]

Abstract:

A crisis can strike any company anytime, anywhere. Advanced planning is the key to survival. In the present study Role of Social Media on Crisis management – A Special Focus on nestle Maggi noodles invented the role and support provided by the social media to Nestle to bring back their two minute instant noodles in to the market again.

Through smart use of social media during the crisis, the brand limited further damage by reassuring and informing customers to encourage them to continue buying the noodles in the future and capture 60% of market share after its relaunch. The study shows that majority of the consumers want Maggi to be in the market and they are willing to buy the same in the future when they proved that there is no harmful Ingredient included in the Maggi after its relaunch.

Keywords: : Crisis Management, Maggi Crisis, Social media, Customers' Attitude, Customers' Acceptance

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I. INTRODUCTION

There are a lot of uncertainties in the world. One minute your life may be running smoothly, and the next minute there can be a major crisis where operations come to a screeching halt. Crisis affects an individual, group, organization or society on the whole. As an employer, it's crucial that you're prepared for whatever comes your way and have a plan of action to handle an emergency crisis. A crisis can strike any company anytime, anywhere. Advanced planning is the key to survival. Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders. Crisis management is the application of strategies designed to help an organization deal with a sudden and significant negative event.

Social media together with still growing social media communities has become a powerful and promising solution in crisis and emergency management. Social media can be characterized as dynamical and ad hoc changing communication channel where variety of information is exchanged. Since the 2004 Tsunami, the different major crisis all over the world (Haiti, Japan earthquakes, Haiyan typhoon) have illustrated a trend towards an increasing use of social media in crisis situations. Citizens have started to use social media for seeking information and communication purposes. Social media are already used to some extent by public authorities – although they face problems such as lack of appropriate procedures, or lack of capabilities for processing high volume of data. Social media is one of the most important channels of communications. Be sure to establish a social media team to monitor post and react to social media activity throughout the crisis. Managers must develop viable business strategies to prevent, manage or turn a crisis in to an opportunity. Previous crisis management events such as

Johnson and Johnson and coca cola have proved that social media used by citizens (widely) and public services (to some extent) have contributed to the post-crisis relief efforts.

The present study is intended to understand the role of social media in crisis management – a special focus on Nestle Maggi Noodles. Maggi seems to be just that perfect quick-snack between meals and is so easy to make. At the end of May 2015, India's Food safety administration (FDA) ordered Nestle India to recall its popular Maggi noodles after tests showed that the product contained high levels of lead and MSG. Hence, the 2-minutes ready Maggi Noodles ban in India was declared. However, through smart use of social media during the crisis, the brand limited further damage by reassuring and informing customers to encourage them to continue buying the noodles in the future.

1.1 Statement of the problem

Social media enable increased communication and collaboration among online users, and they have become a ubiquitous part of everyday life for many. The most common social media platforms attract a large number of users (Christian Reuter a, Amanda Lee Hughes, and Marc-André Kaufholda, 2018). Social media has brought multiple opportunities but also challenges for organizations in their image construction process. It has offered organizations a new channel and tool for building their image and improving it. Social media allows organizations to have one-to-one, one-to-many, and many-to-many conversations with people. (Sonja Vistbacka, 2017). The present study examines the role of social media in crisis management. The study tried to find out the answer for research questions such as how Nestle Maggi used social media for crisis management after it was banned in India, what is the impact of ban of Maggi noodles

[1] Assistant Professor, Naipunnya Institute of Management and Information Technology, Pongam, Thrissur, Kerala

on the current sales volume, what is the growth level of substitute products after the crisis faced by Maggi and the attitude and acceptance level of the customers towards Maggi noodles after its relaunch.

1.2 Significance of the study

The study provides a small description about the role played by the social media for managing crisis and maintaining reputation in Maggi noodles. The study also made an analysis of customers' attitude and acceptance towards Maggi noodles after its relaunch. The present study is helpful for future researchers, readers and society.

II. REVIEW OF LITERATURE

Christian Reuter, Amanda Lee Hughesb, and Marc-André Kaufholda (2018) conducted a study on "Social Media in Crisis Management: An Evaluation and Analysis of Crisis Informatics Research". The main purpose of the study is to evaluate and analyze crisis informatics research by looking at case studies of social media use in emergencies, outlining the types of research found in crisis informatics, and expounding upon the forms of interaction that have been researched. Finally, it is summarize the achievements from a human– computer interaction perspective and outline trends and challenges for future research.

A Sivakumar and S. Shyamala (2017) in their study on "Brand image of Maggi noodles before and after relaunch with special reference to Coimbatore City" focuses on perceptions of Brand Image of Maggi Noodles before and after Re-Launch. The primary data for the study has been collected from the 200 responded from structured questionnaire. The study conclude that , It is expected to have more than 50 per cent of the consumers will be back on consuming Maggi Noodles after being re-launched with approval from FSSAI as the addiction continues because of greater impact on the consumers.

Rahul M. Mhabde and Rajeshri Soni (2017) in their Analytical study on Consumer behavior towards "Maggi Instant noodle" in Mumbai –A post ban Scenario" focuses on perception of consumers post ban towards Maggi instant noodles. For the purpose of data collection 50 sample size of age group of 15 and above has taken in to consideration. Research is conducted in city of Mumbai using convenience sampling method. The study deals with consumer behavior towards Maggi in post ban scenario is interlinked with wellness and health industry as ban was due to hazardous content in the Maggi.

Harpreet Singh , and Madhvi Arora (2016) in their study entitled "Crisis Management: A Study of Nestle India Limited with Reference to Maggi Noodles" investigated how Nestle managed to come back to shelves and the company officials managed to resolve the crisis after its ban in 2015. The study focused on ethical responsibility in building the perception of consumers towards a brand and providing long term success to the organizations. The officials acted promptly in managing the crisis by spreading awareness at all levels, within organisation and outside organisation.

Dabarati Bhattacharya (2016) conducted a study on "Crisis Management and Image Restoration through Social Networking: Analysis of Maggi Crisis". The main aim of the

study is to understand how social networking sites have become an important tool in enabling immediate crisis communication. In this case study role played by the Twitter and Facebook, possibilities and limitations provided by social networking sites at the time of crisis are take in to consideration for the purpose of analysis. The paper concludes that through the adoption of strategies in the right way the company could control the damage to a great extent.

Naushadul Haque Mullick (2016) in his study on "Crisis at Maggi -: A Wakeup Call for all Multinationals" investigated the role of social media in spreading the higher inclusion of lead and monosodium glutamate (MSG) than the permissible limits in Maggi noodles in the world wide. The study investigated that The Company did not issue any definitive statement to address the concerns of regulators or consumers and also had to incur a cost of Rs 320 Crore in recalling its product from all around the country. It was later visualized that the way it was tested in India especially in most parts of the country had errors. So, who is guilty, the company authorities who could not visualize the surging tide against them or the testing authorities who tested the wrong way.

Rita, Anupreet Kaur, Kanupriya (2016) in their study entitled "The Impact of Controversy of "Nestlé's Maggi" on Consumers and The Company" tried to investigated the impact of controversy on consumer mind set , on the company sales and profit and whether the move with Snap deal is the smart move to regain the market. It was concluded from the study that Maggi is the most preferred noodle brand among noodle consumers as people still trust Maggi beside all the adulteration and controversy face by the Maggi brand.

Shabista Booshan & Rittika Das (2016), in their study on "A Research Paper on The Maggi Muddle Case and its Impact on the Psyche of the Indian Consumers (18 To 24 Years)" covers the massacre that Maggi went through in 2015. It studies the effects of the crisis on the psyche of its target audience, specifically falling in the age group of 18-24 years, and the change in their buying behaviour. Reports say that after re-launch Maggi is leading the Instant Noodles Category, but whether it will be able to capture back its old market share of atleast 75% (with respect to the above mentioned target group) is what this research work aims to find.

III. OBJECTIVES OF THE STUDY

1. To understand the role of social media in crisis management – a special focus on Nestle Maggi Noodles.
2. To examine the impact of ban of Maggi noodles on the current sales volume.
3. To analyse the growth level of substitute products during the crisis faced by Maggi noodles.
4. To understand the attitude and acceptance level of the customers after the relaunch of Maggi noodles.
5. To know the influence of socioeconomic profile of the respondents in their brand choices.

3.1 Hypothesis

1. There is a significant association between Age and Customers' brand choices

2. There is a significant association between educational qualification and Customers' brand choices.
3. There is a significant relationship between customers' attitude and customers' acceptance

IV. RESEARCH METHODOLOGY

Type of study - The present study is both descriptive and explanatory in nature.

Area of Study – Trissur District

Sample size – N= 100 respondents

Sample process – Convenient sampling technique was used for the purpose of the study.

Data Type – Both primary as well as secondary data was used. The primary data were collected from users Maggi noodles before its ban.

Data collection tools: For the purpose of collection of primary data structured Questionnaire was used. The questionnaire consists of the socio economic profile of the Maggi uses and for analysing the objectives formulated for the study. Secondary data was obtained from research journals, books, and websites and published records.

Tools used for Analysis of Data: The collected data were tabulated and analysed with the help of SPSS 21.0. The statistical techniques used for analysis include simple percentage, Chi-square test and Correlation.

V. DATA ANALYSIS AND INTERPRETATION

5.1 Management of crisis through social media

At the end of May 2015, India's Food safety administration (FDA) ordered Nestle India to recall its popular Maggi noodles after tests showed that the product contained high levels of lead and MSG. Hence, the 2-minutes ready Maggi Noodles ban in India was declared.

Initially, the company rejected the accusation that the noodles were unsafe and said on their website and social media accounts that there had been no order to recall any products. A statement on their website said "The quality and safety of our products are the top priorities for our Company".

Nestle continued to keep its customers up to date on the investigation into the safety of Maggi noodles in India. Nestle stated on the official Maggi Noodles Facebook page, Twitter and website, that extensive testing revealed no excess lead in Maggi Noodles. Company is working closely with authorities in India to resolve the issue. Nestle used its Twitter and Facebook accounts to answer customers questions about the levels of MSG and lead found in their noodles. The company continued to re-assure customers that the noodles are safe and that they are a transparent.



Maggi used the best use of social media to connect the masses. Maggi India Twitter account makes an impressive effort to respond to every tweet from customers on this issue with a pre-prepared statement explaining that lead occurs naturally in soil and water.

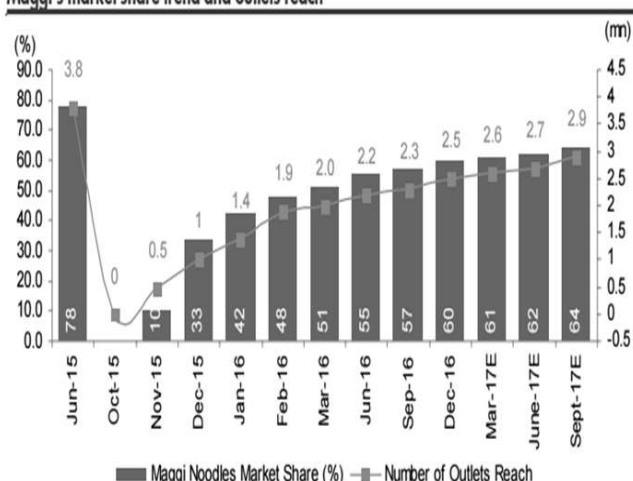
5.2 Maggi's sale volume and market share - pre and post ban Era.



(Source: Shabista Booshan & Rittika Das, 2016)

Soon after the ban on Maggi, Nestlé (India) saw its profits drop to a negative level. At the end of quarter 2 of the financial year (i.e. 30th June, 2015), Nestlé incurred a net loss amounting to Rs 64.40 below. That was the first time Nestlé had faced such a lost in a quarter in the last 17 years. Maggi holds 20% of Nestlé's product portfolio (SHABISTA BOOSHAN1 & RITTIKADAS, 2016).2

Maggi's market share trend and outlets reach



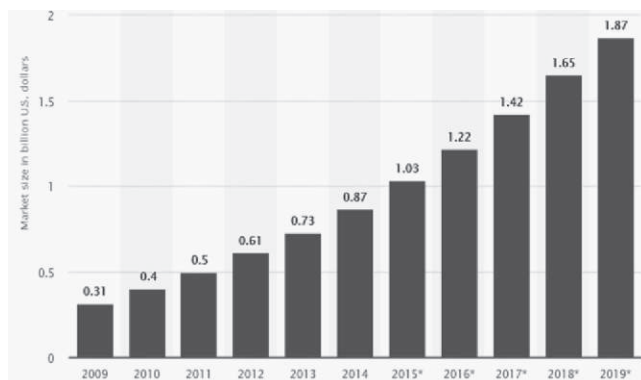
Source: Company, Industry Reports, Antique

(Source: Taniya Mirza, 2018)

Since its comeback in 2016, Maggi noodles has clawed back to its position and now holds 60% of the instant noodles market as against 80% before the ban. However, Maggi noodles' growth rate is now slowing. Between January to March of 2017, Nestle India's net profit rose 6.76% to Rs 306.76 crore, while total sales were up nearly 10%, at Rs 2,591.90 crore.

Nestle India Ltd's popular instant noodles brand Maggi has attained 60% market share and has almost made its way back to the pre-crisis level in terms of value, as mentioned by a top company official. However, when it comes to volume, Maggi still has some ground to cover. The instant noodles known for its cooking time of 2 minutes used to dominate the market with 75% market share before its ban in 2015. Nestle India had in 2017 crossed the Rs 10,000-crore sales mark.

The diagram shows the tremendous increasing trend and outlet reach of Maggi noodles after its relaunch. From 55% market share in June 2016, Maggi has managed to grow to 60% by end of calendar year 2016. Antique Broking expects that by end of September 2017, Maggi's market share will reach 64%. By analyzing the diagram it is clear that Maggi noodles can capture its market to a great extent after its relaunch.



(Source: wikibizpedia.com)

After coming back again in market, Nestle India Ltd reported a 50% jump in its net profit for the quarter ended 30 June. Net

profit for the June quarter stood at Rs 395.03 crore as against Rs 263.43 crore in the year-ago quarter. Revenue from operations grew by 8.6% during the quarter, helped by volume growth across categories, to Rs 2,698.40 crore from Rs 2,484.73 crore in the same quarter last year. Its revenue from domestic market grew by 8.5% and exports by 8% during the quarter under review.

5.3 Socio Economic Profile of the Respondents

Table 1: Age Wise classification of Respondents

Age	Percentages
20 - 30	35%
31 - 40	47%
41 - 50	16%
50 and above	2%

(Source: Primary Data)

It is evident from the table that 47% of the respondents belong to the age group of 31 – 40 and 35% in the age group of 20-30. At the same time only 16% and 2% of the respondents are in the age group of 41-50 and 50 above respectively. So majority of the respondents belong to the age group of 31-40.

Table 2: Educational qualification of Respondents

Educational Qualification	Percentage
SSLC	6%
Plus Two	14%
Degree	7%
PG	60%
Others	13%

(Source: Primary Data)

From the table it is clear that 60% of the sample respondents have PG. 7% of the respondents are degree holders. 14% have Plus Two. 6%, and 13% of the respondents have SSLC and other qualification respectively. So majority of the respondents in this study are PG holders.

Table 3: Monthly Income of Respondents

Monthly Income	Percentage
Below 15,000	3%
15,001 to 40,000	79%
Above 40,000	18%

(Source: Primary Data)

On the basis of monthly income 79% of the sample respondents belong to the category of 15,001 to 40,000. 18% have above 40,000 and only 3% have monthly income below 15,000. So in this study majority of the sample respondents have monthly income between 15,001 and 40,000.

Table 4: Family size of Respondents

Family Size	Percentage
2 members	4%
2 to 5 members	96%
Above 5 members	0%

(Source: Primary Data)

On the basis of family size of the respondents 94% of the respondents have 2 to 5 members in their family.

5.4 Attitude and Acceptance level of Customers'

Table 5: Most influenced advertisement Media after Maggi relaunch

Advertisement Media	Percentage
News paper	0%
Magazine	0%
Television	87%
Online media	13%

(Source: Primary Data)

It is evident from the table, 87% responded that television is the most influenced advertisement media after Maggi relaunch. 13% of them were respond that online media is the most influencing source.

Table 6: Reasons for preferring Maggi Noodles

Reasons	Percentage
Flavour	36%
Price	0%
Taste	64%
Brand image	0%

(Source : Primary Data)

From the table it is clear that 64% and 36% of the respondents are preferring maggi noodles because of its taste and flavour respectively.

Table 7: Brand preferences during the Maggi Ban

Brands	Percentage
Sun feast Yippee Noodles	84%
Knorr Soupy Noodles	8%
Foodles	0%
Wai Wai	0%
Pathanjali	3%
Others	5%

(Source: Primary Data)

The above table shows the brand preference of the sample respondents during Maggi ban. It is evident from the table that 84% of the sample respondents preferred Sun feast Yippee noodles during the Maggi Ban and 8% preferred Knorr Soupy Noodles. At the same time 5% and 3% of the respondents were prefer other brands of noodles and Pathanjali respectively. So it can conclude that the most preferred brand of noodles during the Maggi ban is Yippee noodles.

Chi square test result

	value	df	Asymp.Sig (2-sided)
Pearson Chi - Square	70.609	20	0.000

The Chi- Square result shows the association between customers' brand choice and their age. From the result it is seen that the Pearson Chi – Square value is 70.609, p value = 0.000 i.e the chi square test result is less than the alpha level of

significance of 0.05. this tells that there is a statistically association between customers' brand choice and their age. Hence, the first hypothesis there is a significant association between Age and brand choices is accepted.

Chi square test result

	value	df	Asymp.Sig (2-sided)
Pearson Chi - Square	44.498	16	0.000

The Chi- Square result shows the association between customers' brand choice and their educational qualification. From the result it is seen that the Pearson Chi – Square value is 44.498, p value = 0.000 i.e the chi square test result is less than the alpha level of significance of 0.05. this tells that there is a statistically association between customers' brand choice and their educational qualification. Hence, the second hypothesis, there is a significant association between there is a significant association between educational qualification and brand choices is accepted.

Table 8: Response towards Biggest competitor of Maggi Noodles

Brands	Percentage
Sun feast Yippee Noodles	93%
Knorr Soupy Noodles	4%
Foodles	0%
Wai Wai	0%
Pathanjali	3%
Others	0%

(Source: Primary Data)

The table shows the response towards the biggest competitor of Maggi noodles from the respondents' point of view. From the table it is clear that 93% of the respondents think that Sun feast Yippee Noodles is the biggest competitor of the Maggi. At the same time 4% thinks that Knorr Soupy Noodles is the biggest competitor and 3% are supporting Pathanjali. So it is conclude that after Maggi the second preference was given to yippee noodle during ban period. It shows that yippee is tough competitor of Maggi.

Table 9: Response towards Willingness to Consume Maggi after Relaunch

Frequency	Percentage
Yes	77%
No	23%

(source : Field Survey)

The above table shows willingness to consume Maggi after its relaunch. it shows how the consumer react and prefer Maggi post ban situation. When asked about their willingness to consume after its relaunch, 77% of the respondents ready to use and 23% are not willing to buy after relaunch. So it has been observed that majority of the sample respondents still buy Maggi which conclude that respondent decision making is not much affected due to ban.

Table 10: Frequency of Consuming Maggi After Relaunch

Frequency	Percentage
Increased	0%
Remained the same	60%
Decreased	40%

(Source: Primary Data)

The above table indicates frequency of Maggi consumption after it's relaunch. The analysis shows that 60% of the respondents are consuming Maggi in the same level as before Maggi ban and 40% respondents decreased their consumption. It shows that Maggi is still choice of the customers.

Table 11: Opinion on health safety of Maggi Noodles

Options	Percentage
Very safe	0%
Safe	33%
Affects little	32%
Very unsafe	10%
Don't know	25%

(Source : Primary Data)

The above table indicates the opinion of the respondents towards the healthy safety of Maggi noodles. 33% of the respondents believe that Maggi is safe and 32% believe that it affects little to the health. At the same time only 10% believe that it is very unsafe and 25% are not aware about it. So it can be concluded that majority of the respondents are still believe in Maggi noodles.

Table 12: Response towards the Improved Aspects of Maggi after Relaunch

Improved Aspects	Percentage
Promotion	23%
More flavours	16%
Packing	3%
No Harmful Ingredient	58%

(Source: Primary Data)

The table indicates the response toward the improved aspects of Maggi after its relaunch. It is evident from the survey result that 58% of the respondents do believe that absence of harmful Ingredient is the most improved aspect of Maggi after its relaunch. 23% opted promotion, and 16% supported for more flavours. Only 3% considers packing as the improved aspect of Maggi. So it can be concluded that majority of the Maggi users still believe that there is no harmful Ingredient in Maggi after its relaunch.

Table 13: Response towards Reason for Ban

Reasons	Percentage
Political conspiracy	5%
Adulteration	92%
Monopoly of Maggi	1%
Others	2%

(Source: Primary Data)

The above table shows the response towards the reasons for ban. It is evident from the table that majority of the respondents (92%) think that adulteration is the most important reason for Maggi ban.

Table 14: Response towards switching over to other brands during Maggi Ban

Response	Percentage
Completely switch over to other brands	38%
Shifted temporarily to other brands	49%
Waited for Maggi to come back	13%

(Source: Primary Data)

The above table indicates the response towards the switching over to other brands during Maggi ban. It is clear from the table that 38% of the respondents are completely switched over to other brands. At the same time 49% shifted temporarily and 13% waited for Maggi to come back. So it can be concluded that majority of the Maggi users supported Maggi noodles during its ban period.

Table 15: Correlation between customers' Attitude and Customers' Acceptance

		Customers' Attitude	Customers' Acceptance
Customers' Attitude	Pearson Correlation	1	.658**
	Sig. (2-tailed)		.000
	N		100
Customers' Acceptance	Pearson Correlation	.658**	1
	Sig. (2-tailed)	.000	
	N	100	

** Correlation is significant at the 0.01 level (2-tailed)

From the statistical result (table 15) it is inferred that customers' attitude and customers' acceptance are positively correlated each other (0.658). It indicates the extent to which two variables are linearly correlated. The probability value associated with the correlation is less than 0.01. It indicates that there is a positive relationship between customers' attitude and customers' acceptance. Hence the third hypothesis, there is a positive relationship between customers' attitude and customers' acceptance is accepted.

VI. MAJOR FINDINGS

- On the basis of secondary data it is clear that Maggi used the best use of social media to connect the masses. Maggi India Twitter account makes an impressive effort to respond to every tweet from customers on the issue.
- Through smart use of social media during the crisis, the brand limited further damage by reassuring and informing customers to encourage them to continue buying the noodles in the future.
- Since its comeback in 2016, Maggi noodles has clawed back to its position and now holds 60% of the instant noodles market as against 80% before the ban. However, Maggi noodles' growth rate is now slowing.
- After coming back again in market, Nestle India Ltd reported a 50% jump in its net profit.
- Majority of the respondents (47%) belong to the age group of 31-40.
- 60% of the respondents in this study are PG holders.

- In this study majority of the sample respondents have monthly income between 15,001 and 40,000
- On the basis of family size of the respondents 94% of the respondents have 2 to 5 members in their family.
- In this study 87% responded that television is the most influenced advertisement media after Maggi relaunch.
- Taste (64%) and flavour (36%) are the reasons for preferring Maggi noodles.
- Most preferred brand of noodles (84%) during the Maggi ban is Yippee noodles.
- The Chi- Square result shows the association between customers' brand choice and their age (Pearson Chi – Square value is 70.609, p value = 0.000).
- The Chi- Square result shows the association between customers' brand choice and their educational qualification (Pearson Chi – Square value 44.498, p value = 0.000).
- After Maggi the second preference (93%) was given to yippee noodle during ban period. It shows that yippee is tough competitor of Maggi.
- 77% of the respondents are willing to consume Maggi noodles after its relaunch.
- The analysis shows that 60% of the respondents are consuming Maggi in the same level as before Maggi ban. It shows that Maggi is still choice of the customers.
- 33% of the respondents believe that Maggi is safe.
- From the survey result 58% of the respondents do believe that absence of harmful Ingredient is the most improved aspect of Maggi after its relaunch.
- Majority of the respondents (92%) thinks that adulteration is the most important reason for Maggi ban.
- On the basis of responds towards switching over to other brands during Maggi ban, 49% shifted temporarily and 13% waited for Maggi to come back. So it can conclude that majority of the Maggi uses supported Maggi noodles during its ban period.
- The Correlation analysis showed a positive relation between (.658) customers' Attitude and Customers' Acceptance.

VII. CONCLUSION

A crisis is any event that is going to lead to an unstable and dangerous situation affecting an individual, group, community, or whole society. It's the time when a difficult or important decision must be made. In the present study Role of Social Media on Crisis management – A Special Focus on nestle Maggi noodles invented the role and support provided by the social media to Nestle to bring back their two minute instant noodles in to the market again.

Through smart use of social media during the crisis, the brand limited further damage by reassuring and informing customers to encourage them to continue buying the noodles in the future and capture 60% of market share after its relaunch. The study shows that majority of the consumers want Maggi to be in the market and they are willing to buy the same in the future when they proved that there is no harmful Ingredient included in the Maggi after its relaunch.

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