What Should I Do in A Crisis? The Effect of Crisis Management on Consumer Behavior

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ABSTRACT

In an environment where human society is progressing and science and technology are developing rapidly, companies often face challenges brought by crises; it is an important issue for companies to choose effective responses when facing crises. Crisis refers to a disaster that threatens the image and survival of a company. The occurrence of a crisis is the watershed between opportunities and threats; if the company can handle and respond perfectly during the crisis, it may bring more business opportunities and events to the company; but if at this time Without an immediate solution, the company will face, or even threaten, its chances of survival. The purpose of this study is to enable enterprises to adopt correct, appropriate, and more effective crisis management strategies when facing crises, and to turn the crisis into a turning point with minimal losses. I combine case studies and quantitative research to explore some possible crisis management strategies and understand how these crisis management strategies influence consumer behavior. In the case study, it was found that crisis management is divided into five stages and there are four crisis management strategies. In the quantitative research, it was found that no matter whether the crisis in the company seriously affects the health and safety of the people, the strategy of honest apology, honest face and active handling must be used. This strategy was the key found in this study to be the most helpful and positive in corporate crises. This study provides a reference for some companies to deal with the crisis in the future.

Keywords: corporate crisis, purchase intention, corporate reputation, crisis management strategies

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INTRODUCTION

Background

In daily life, we can often see in news reports that many companies have suffered major blows due to human errors, natural disasters, management negligence and other reasons, resulting in even heavy losses. "Crisis" can be defined as - when an event occurs, it is threatened, affects image and development opportunities, and may have more serious consequences. Importantly, the frequency of crises is gradually increasing, and many of the catastrophic events triggered by these crises abound. This is a fact that all businesses and organizations cannot ignore. Regardless of the time and place of the crisis, a crisis can affect a person, a country, or even the entire world. For example, natural disasters occurring in various places, such as the earthquake in Taiwan on September 21, forest fires in Australia, and the tsunami in Japan on March 11, are very serious and unpredictable crises for all countries. In daily life, food, clothing, housing, and transportation can also be affected by crisis events that commonly occur in enterprises, such as the Haagen-Dazs residue incident, Haidilao health and safety incident, Earle plane crash, etc. Crisis lurks in every aspect of life and is difficult to completely prevent. Therefore, whether it is a crisis-related government, social group, or enterprise, they must have crisis awareness and the ability to interpret and deal with crises. For example, Samsung Group released a mobile phone - Note7 in 2016. To compete with Apple's iPhone 7, Samsung Group released this mobile phone in advance. However, after consumers used this phone, there were constant reports of phone explosions. When this news came out, Samsung Group said that the global version and Hong Kong version of Note7 were not supplementary and would continue to sell them. Later, he changed his words and said that he would only replace mobile phones with

new ones with battery problems. It was not until about two months later that it was announced that sales would be discontinued in China and Taiwan, and arrangements were made for replacement phones with other models and full refunds. In this incident, Samsung Group lost approximately 17 billion yuan, and its stock price also fell by approximately 7%. The airline industry also stipulates that this type of mobile phone cannot be carried on the plane. Judging from the group's crisis incidents, Samsung Group did not take a proactive enough attitude to deal with the incident as soon as it broke out. Instead, it was more defensive, which led to many explosions around the world. Samsung Group also lost consumer support and confidence in this incident. According to data from Gardner, Inc., Apple mobile phones surpassed Samsung in the mobile phone sales rankings in the fourth quarter of 2016 (See Appendix B). This is the second consecutive quarter of decline in Samsung's quarterly mobile phone sales, which led to a decline in sales in the fourth quarter after the Note7 incident. So, crisis management has a great influence on the competitiveness and survival of a company.

The crisis not only brings troubles, but also contains unlimited business opportunities. ——Greg Brenneman, crisis has two sides. [1]The key lies in the attitude when facing the crisis, whether you can learn relevant experience from the crisis, and smell the opportunities that can be created in the crisis. Therefore, crisis management is more and more concerned and valued by enterprise managers, hoping to achieve the purpose of saving the plight and reputation of enterprises in crisis events. However, the rapid development of science and technology has made the dissemination of information faster and faster, and the fermentation time of crises has become shorter and shorter. Therefore, being able to control the best time point and the best way to deal

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[1] Chris Zook and James Allen, *The founder's mentality: how to overcome the predictable crises of growth* (Harvard Business Review Press, 2016).

with crisis events is also an indispensable link in the development of enterprises.

Motivation

Regardless of the size or industry category, any enterprise will face various crises that can occur anytime and anywhere. When it comes to corporate crisis management, the focus is primarily on exploring crisis management strategies. In previous literature, one study took Taiwan's special nutrition brand, Abbott, as a case to investigate the strategic marketing analysis of corporate crisis management.[2] It can be observed that this case study primarily examines the stages of crisis management and the changes in corporate strategy before and after the crisis. Another case study on corporate crisis management focused on the non-alcoholic beverage industry in Taiwan to analyze the strategies that companies can employ to overcome crises. [3]From many past studies, it is evident that scholars mostly emphasize how companies apply crisis management strategies and marketing strategies after a crisis occurs. However, past research has not examined which crisis management strategies companies have the most positive impact on, and how they affect consumer purchasing intentions and company reputation, ultimately determining the future direction of the company. This is the inequality and value that this study aims to address.

Research Purpose

Through literature review and case studies, it was found that crisis management will go through five stages and four crisis management strategies. Here are the five stages of crisis management:1. Brewing period of corporate crisis.2. The outbreak

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[2] 馬筠, "企業危機處理之探討策略行銷分析-以台灣亞培為例," (2019).
[3] Ai-Jing Yang, "企業危機處理策略之探討— 以台灣非酒精飲料業為例" (National Central University, 2012).

period of the enterprise crisis.3. The period of corporate crisis diffusion.4. Enterprise crisis management period. 5. The result and sequelae of the crisis management of the enterprise. Next are four crisis management strategies: Strategy 1: Passing the buck. Strategy 2: Cut Responsibilities. Strategy 3: Admit your mistakes. Strategy 4: Take no action.

Since there are several crisis management strategies, managers may be confused about which method to adopt when encountering a crisis, or which strategy will have a positive impact on the company. This study uses the Ting Hsin Group gutter oil incident and the dispute over improper use of SK2 ingredients as the main cases to conduct a questionnaire survey. The cause variable is the consumer's perception of the company or manufacturer adopting crisis management strategy A, and the outcome variable is whether the consumer will continue to purchase or develop a sense of distrust towards the company. This study further attempts to find more effective crisis management strategies through questionnaire collection and statistical analysis, hoping to contribute to the practical community.

Research Questions

1. When a company faces a crisis, what are its crisis management strategies?
2. Explore what strategies are effective in resolving crises in your company.

Limits

In this research, the difficulty encountered is to collect detailed data and complete consumer responses when a company is in crisis, which can only be learned through news reports. If the crisis period of some enterprises lasts for a short period, it will not be possible to clearly analyze each crisis management stage.

Delimits

To better address the limitations of this study. I took a relatively major and a less serious enterprise crisis management event as the research object in the questionnaire, and then applied the research results to other smaller or short-term enterprise crises. Using the analysis of news report content and news interview content as an aid is helpful to understand consumers' attitudes and reactions when corporate crises occur.

LITERATURE REVIEW

The Definition of Crisis

According to the Webster's Dictionary, a crisis is defined as a "turning point and worsening tipping point" of an event. The causes of a crisis can be attributed to both external and internal factors. Lerbinger categorized crises into the following eight types:

1.Natural disasters, for example, the 2011 Great East Japan Earthquake.

2.Technological crises, such as the Samsung battery explosion incident.

3.Confrontations, for example, the Xinjiang cotton controversy.

4.Malevolent acts, for example, the Chinese tainted milk powder incident.

5.Organizational misconduct: Actions by managers that may harm companies, organizations, and shareholders. Lerbinger also defined three types of behavior in this regard-Managerial skill deviation: Managers prioritize short-term economic interests, neglecting shareholder interests and social responsibilities, and focusing solely on their own interests.[4]

Deception: The management transmits false information or conceals important information.

Managerial misconduct: Actions by the management that are illegal or unethical.

6.Workplace violence.

7.Rumors.

8.Terrorism supply and artificial difficulties.

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[4] Otto Lerbinger, "The crisis manager: Facing risk and responsibility," *(No Title)* (1997).

The Definition of Crisis Management

Crisis management refers to the process undertaken by organizations or companies to plan, make decisions, adjust, and resolve major events that pose threats to the organization, investors, and the public. Unlike risk management, which focuses on responding to identifiable threats that have not yet occurred, crisis management deals with existing and occurring threats, requiring a broader and more specialized handling mechanism. In 1969, Hermann identified three characteristics of a crisis[5]:

1. Suddenness: The most terrifying and damaging aspect of a crisis lies in its explosive and impactful nature, making it unpredictable and even causing a loss of response.

2. Threat: It poses immediate and apparent threats to individuals, businesses, and organizations, affecting their development or survival. Failure to address it promptly may result in significant harm and property loss.

3. Short decision time: Whether it is individuals or businesses facing the suddenness of a crisis, they must make decisions during the most critical period. However, the time available for decision-making is very limited.

In his book "Crisis Management: Planning for the Inevitable," Steven Fink proposed the TOVT (Threat-Opportunity-Vulnerability-Threat) model. [6]This model primarily explains the relationship between threats and opportunities, with vulnerability being the main factor that turns threats into crises. The model also emphasizes the need for companies to find opportunities within crises.

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[5]Christopher D Bird and Nathan J Emery, "Insightful problem solving and creative tool modification by captive nontool-using rooks," *Proceedings of the National Academy of Sciences* 106, no. 25 (2009).

[6] Steven Fink and American Management Association, *Crisis management: Planning for the inevitable* (Amacom, 1986).

Crisis Management Stage

In the face of a crisis, an enterprise should have the most perfect and effective ability to make the least damage from the crisis. Therefore, management scholar Steven Fink put forward the crisis life cycle theory. In this theory, the process of crisis from appearance to end is divided into five stages:

1. Brewing period of corporate crisis – the crisis is developed from a variety of superficial factors. It is necessary to prevent and establish crisis awareness, establish a crisis prevention system, and draw up a crisis management plan.

2. The outbreak period of the enterprise crisis – the threat to the survival and development of the enterprise needs to be dealt with immediately. Otherwise, if the crisis rises, it will cause greater harm to the enterprise.

3. The period of corporate crisis diffusion – after the crisis occurs, it will have a cascading effect and impact other fields.

4. Enterprise crisis management period-an important and critical stage of crisis management, the direction of subsequent development depends entirely on the professional ability of decision makers. Need to be flexible and flexible to turn crisis into opportunity.

5. The result and sequelae of the crisis management of the enterprise – after the crisis management, the enterprise may be able to gain new business opportunities or trust. On the contrary, ineffective treatment may cause hidden corporate crisis factors to come back.

The crisis life cycle can help companies quickly understand what kind of processing and response should be done at which stage, so that they can effectively respond to the current situation and make helpful processing for the company.

[7]However, no matter what kind of crisis it is facing, the company must adhere to the principles of activeness, real-time, authenticity, unity, responsibility, flexibility, prevention, and review in the process of handling to restore the corporate image and the trust of the public. When an enterprise deals with a crisis, it needs some strategies to assist, and implement strategies to communicate and coordinate with relevant stakeholders. [8]Based on the research of scholars such as Benoit (2014), Bradford and Garrett (1995), Coombs and Holladay (2014) and Grappi and Romani (2015), crisis strategies are divided into the following five types: Deny, Shift focus, Excuses, Justify, Concession.

Crisis Management Strategy

Past research has found that crisis management strategies fall into four categories[9]: Strategy 1: Shirking Responsibility. In this strategy, a company chooses to distance itself from its suppliers or upstream manufacturers and places the blame on them. Strategy 2: Cut back on responsibilities. The company chooses to remove the offending product from other products produced by the same company or remove the offending brand from the company's other brands. Strategy 3: Admit your mistakes. The company chose to face up to its mistake and sincerely apologized to consumers. Strategy 4: Take no action. The company chose to take no action or deal with it and wait for the storm to pass. Combining these strategies with the crisis life cycle theory proposed by management scholar Steven Fink can help companies understand which strategies should be implemented in each crisis management period to mitigate social public

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[7] 李佳珊, "危機處理成 [危機]: 對四個失敗公關案例的專業診斷," (2007).
[8] Chia-lin Chu, "The Study on Crisis Communication Effect in The Organization–The Case of Media Report on King Car Group," (2009).
[9] Bird and Emery, "Insightful problem solving and creative tool modification by captive nontool-using rooks."

opinion, crisis contagion and financial losses.

METHODOLOGY

Research Design

Due to the research purpose and research questions of this study, the literature analysis method and questionnaire survey method were used to analyze and investigate individual cases. This study adopts a research and analysis method that combines qualitative and quantitative methods.

Sources of Data

In the qualitative part, past literature and research analysis are used to find out the crisis management stages and crisis management strategies and conduct case studies. This study uses books, academic research materials, newspapers, and news media as the theoretical basis for analysis and establishes a basic research framework for crisis management. This study uses first-hand information to understand the various stages of crisis management, and integrates and analyzes cases collected from news reports, newspapers, and magazines, so that crisis events in individual cases have complete crisis management stages and clear crisis handling strategies.

In the qualitative part, past literature and research analysis are used to find out the crisis management stages and crisis management strategies and conduct case studies. This study uses books, academic research materials, newspapers, and news media as the theoretical basis for analysis and establishes a basic research framework for crisis management. This study uses first-hand information to understand the various stages of crisis management, and integrates and analyzes cases collected from news reports, newspapers, and magazines, so that crisis events in individual cases have complete

crisis management stages and clear crisis handling strategies.

Instrument and Data Collection

The quantitative part of this study investigates the Ting Hsin Group gutter oil incident and the improper use of fillers in SK2 raw materials as the main cases. Specifically, the research focuses on two different levels of corporate crises, namely food: the Ting Hsin Group gutter oil incident. And cosmetics: SK2 ingredients are used improperly. This draft study aims to evaluate consumers' first impressions of the impact of a company before a corporate crisis occurs, their perceptions of the corporate crisis, the company's understanding of the crisis, and consumers' attitudes toward the three. It is significantly different from allowing consumers to consume psychologically. The research project focuses on consumer attitudes towards corporate crises. It mainly focuses on two corporate crisis cases of different degrees: the Ting Hsin gutter oil incident and the improper use of SK2 ingredients. This study also aims to explore different crisis handling events, whether consumers have acceptance strategies for corporate crises, and whether companies should adopt different crisis handling strategies. A Likert scale was used as a method to measure consumer responses, and Google Form was used as the main channel for form distribution. As an online form, Google Forms can be filled out anonymously and distributed quickly, making it easier for consumers to answer. The target group of the study is consumers over 26 years old and under 70 years old, because consumers in this age group have a deeper understanding of the crisis events that occurred in the research cases. This table is based on current literature to ensure that the content of the table can be effectively analyzed. The main question of this study. This form is divided into three parts, Part One and Part Two each containing three subsections. The first part of the question is about the first

corporate crisis - the Ting Hsin Group gutter oil incident. Before the crisis broke out, consumers' reaction and attitude towards the company, and whether the public would change their views, attitudes, and impressions of the company. The second part of the question is about the corporate crisis incident 2 - consumers' reaction and attitude towards the company before the controversy over improper use of SK2 ingredients broke out; will the public's views, attitudes and image of the company change? The impact of public use of different crisis management strategies on corporate credibility and purchase intentions. The third part is basic information. This study restored 154 forms and canceled less than 10 forms. Invalid table content contains tables that lack data. Table has been fixed. In addition to table analysis, bill analysis with other accurate data is performed. The form of this research project collects information such as gender, age, education level, personal monthly income, frequency of reading magazines, sources of news information, etc. This information is helpful for subsequent comparative analysis. The classification coding of tables mainly uses Locker measurement tables. In the table, "7" means strongly agree, "6" means somewhat agree, "5" means agree, "4" means average, "3" means disagree, "2" means somewhat disagree, and "1" means agree. "The representative strongly disagrees. The analysis focuses on solving the research question. The form collects multiple independent vulnerabilities such as gender, age, education, personal monthly income, frequency of reading newspapers and magazines, and sources of news materials.

DATA ANALYSIS

Case study

This article explores the crisis management stages of three different companies, including the Ting Hsin Group gutter oil incident, Haidilao sanitation issues, and the Green Vine product labeling incident. By analyzing these three cases, the answer to research question one was found. These three cases are used because the timeline of the crisis events that occurred in Ting Hsin Group and Greenvines is long and complete. From this case, we can fully analyze the crisis management stage of the company, the crisis management strategies adopted by the company, and the final consumers' needs. Whether the response is positive; and the second Haidilao is used as a case because Haidilao is a very popular catering brand in Taiwan in recent years. From the crisis events of the company, we can see whether the crisis management strategy of the company can make the company Consumers have a positive attraction to businesses. The following is a case study for research question one:

Case 1: Ting Hsin Group gutter oil incident

In 2014, a well-known food safety crisis occurred in Taiwan, namely the "Ting Hsin gutter oil incident." As early as 2013, two companies were confirmed to be involved in the production and sale of waste cooking oil. However, some of Ting Hsin Group's products also use waste oil products from these companies. However, Ting Hsin Group issued a statement saying that its own food is a cause of conscience. But not long after this incident, it was reported that Ting Hsin Group had been importing feed oil from Vietnam as lard and selling it since 2006. During the investigation, heavy metals were detected one after another more than the standard. Therefore, Ting

Hsin Group has been selling black-hearted oil for more than 8 years. Ting Hsin Group is a major food company in Taiwan, and its brands include well-known Wei Chuan and Master Kong. Therefore, a food safety crisis broke out in Ting Hsin Group. To boycott Ting Hsin Group, consumers across Taiwan launched a series of activities to refuse to buy Weiquan products. Because Costco has a return mechanism, many people go to Costco to buy a lot of Weiquan Lin Fengying fresh milk, unpack it on site and then return it. Because of the boycott, many stores have removed Weiquan products from their shelves. But after the storm gradually subsided, to save the Wei Chuan brand, Ting Hsin Group launched a new packaging for Lin Fengying Fresh Milk and designed a transparent production and sales record system. Finally, to restore the image of Ting Hsin Group, its chairman said that he would invest 3 billion in a food safety fund and establish a foundation.

Case 2: Haidilao environmental sanitation issues

As a famous hot pot restaurant, Haidilao is loved by many people. However, in 2017, Haidilao's kitchen was reported to have rats crawling into cabinets containing food, cleaning supplies and tableware being placed together, and a foul smell coming from the dishwasher. After this incident broke out, the quality of Haidilao was questioned by many people. However, three hours after the incident occurred, Haidilao officials quickly issued a statement stating that the responsibility for the incident should be attributed to the company's imperfect system. Haidilao did not shirk responsibility or blame its employees, so after issuing the statement, people calmed down their anger and became more supportive of Haidilao. In this way, Haidilao's crisis was perfectly resolved within one day.

Case 3: Improper labeling of Greenvines organic ingredients

 Greenvines is a brand of skin care products that promotes sustainability. Because it is committed to developing skin care products with simpler ingredients, it once launched a product called "**Non-Lotion** 15". Many consumers have doubts about this product because they have never seen it before. A blogger on Facebook expressed doubts. After reading this article, people also suspected that the advertisement **of Greenvines** was too exaggerated. **However, Greenvines** also published another article in less than 24 hours to explain its products and respond to the concerns of bloggers and consumers. After reading the article, people began to appreciate and support it. **Greenvines** also stated that its products have been confirmed, and it also explained and apologized for the controversial part of the product name and said that it would correct the product name. At this time, the public's reaction was **that Greenvines** actively responded to it. Agree. There are also people who buy the product regardless of controversy and public opinion and have good experience using it. **Therefore, Greenvines** changed the name of "**Non-Lotion** 15" to "Light Lotion 15" and also updated all labels and packaging.

Summary

In the past literature, we can know that there are four crisis management strategies. Strategy1: Shirking Responsibility. This strategy is that the company shirks its responsibilities to other manufacturers or suppliers. Strategy2: Cut back on responsibilities. This strategy is for the company to cut off the brands or products that have experienced crisis to preserve other brands or products. Strategy3: Admit mistakes, this strategy is that the company has the courage to admit mistakes, actively face the crisis and be honest with consumers. Strategy 4: Take no action, this strategy is that the company does not take any action from the onset to the end of the crisis, waiting for the

storm to subside.

It can be seen from Case 1 that after the crisis broke out, Ting Hsin Group's brand Weiquan Food was boycotted. To restore the sales of Weiquan Food, it continued to promote Weiquan Food's products and tried its best to cooperate with you. The product department cleared the relationship. Therefore, in this incident, Ting Hsin Group has implemented Strategy 2: Cut back on responsibilities in crisis management. Although Ting Hsin Group separated Wei Chuan Food and its oil products department, consumers still believed that they both belonged to Ting Hsin Group, so they did not give up their boycott of Wei Chuan Food. It can be seen from the second case that Haidilao adopted Strategy 3: Admit mistakes as soon as the crisis occurred instead of adopting Strategy 1: Shirking Responsibility to shift the responsibility to employees. This is also how Haidilao was able to perfectly solve this incident. One of the keys.

In case three, Greenvines Biotech still uses Strategy 3: Admit mistakes when facing public opinion, actively responds to all doubts, and can immediately correct the name of its own products when corrected. Therefore, consumers can give support and affirmation. From these three facts, we can know that companies usually use Strategy 3: Admit mistakes to mitigate the crisis when it first breaks out.

Different crisis management strategies on company reputation and customer purchase intention - Ting Hsin gutter oil incident.

There are significant differences in the impact of different crisis management strategies on company reputation and consumer purchase intention, as well as consumers' recognition of the strategy. After performing variance analysis, the results show that the company's reputation [F $(4,765)$ $=7.359$, $p=.000$]. The different crisis management strategies adopted by representatives will have significant differences in

the company's reputation. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the differences between different crisis management strategies. The researchers found that if the company adopts the strategy of admitting mistakes (Strategy 3), the company's reputation will be significantly higher than use other crisis management strategies. Because the error-admitting strategy can show the company's honesty, transparency, and sense of responsibility, and can also better show the company's positive attitude towards facing mistakes, these are key elements in maintaining the company's credibility. (See Appendix C-2)

There are significant differences in the impact of different crisis management strategies on company reputation and consumer purchase intention, as well as consumers' recognition of the strategy. After performing variance analysis, the results showed that consumers' purchase intention [F $(4,765)$ =4.477, p=.001]. Representatives' adoption of different crisis management strategies will have significant differences in consumers' purchasing intentions. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the differences between different crisis management strategies. The researchers found that if the company adopts the admitting mistakes strategy (Strategy 3), consumers' purchase intention will be significantly than other crisis management strategies. Because the mistake-admitting strategy can show the company's honesty, responsibility, and positive attitude towards problems, it can build consumers' trust, thereby increasing consumers' purchase intention. (See Appendix C-2)

After performing variance analysis, the results show that consumers agree with the strategy [F $(3,612)$ =28.321, p=.000]. It means that there are significant differences in consumers' recognition of different crisis management strategies. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the

differences between different crisis management strategies. The researchers found that consumers agreed with the admitting error strategy (Strategy 3) more than other strategies. Because the strategy of admitting mistakes can show the company's honesty, responsibility, and positive attitude towards problems, it can make consumers feel the company's sincerity and build consumer trust. (See Appendix C-2)

Different crisis management strategies on company reputation and customer purchase intention - improper use of fillers in SK2 raw materials.

Different crisis management strategies have significant differences on company reputation. After performing variation analysis, the results show that the company's reputation [F (4,765) =8.958, p=.000]. The different crisis management strategies adopted by representatives will have significant differences in the company's reputation. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the differences between different crisis management strategies. The researchers found that if the company adopts the strategy of admitting mistakes (Strategy 3), the company's reputation will be significantly higher than use other crisis management strategies. Because the error-admitting strategy can show the company's honesty, transparency, and sense of responsibility, and can also better show the company's positive attitude towards facing mistakes, these are key elements in maintaining the company's credibility. However, by shirking responsibility (Strategy 1) and taking no action (Strategy 4), consumers will have a more negative impact on the company's reputation. Because these two tactics will make consumers feel that the company lacks honesty and reliability, and that the problems are not solved and ignored. (See Appendix C-4)

Different crisis management strategies have significant differences in consumers'

purchase intention. After performing variance analysis, the results show that consumers' purchase intention [F $(4,765)$ =5.902, p=.000]. Representatives' adoption of different crisis management strategies will have significant differences in consumers' purchasing intentions. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the differences between different crisis management strategies. The researchers found that if the company adopts the error-admitting strategy (Strategy 3), consumers' purchase intention will be significantly than other crisis management strategies. Because the error-admitting strategy can show the company's honesty, transparency, and sense of responsibility, and can also better show the company's positive attitude towards facing mistakes, these are key elements in maintaining the company's credibility. However, by shirking responsibility (Strategy 1) and taking no action (Strategy 4), consumers reduce their purchase intention. Because these two tactics will make consumers feel that the company lacks honesty and reliability, and that the problems are not solved and ignored. (See Appendix C-4)

After performing variance analysis, the results show that consumers agree with the strategy [F $(3,612)$ =25.622, p=.000]. It means that there are significant differences in consumers' recognition of different crisis management strategies. The researchers further used three post hoc test methods (Scheffe, LSD, Tukey HSD) to observe the differences between different crisis management strategies. The researchers found that consumers agreed with the admitting error strategy (Strategy 3) more than other strategies. Because the strategy of admitting mistakes can show the company's honesty, responsibility, and positive attitude towards problems, it can make consumers feel the company's sincerity and build consumer trust. (See Appendix C-4)

CONCLUSION

Discussion

Discussion: Explore what strategies are effective in resolving crises in your company.

In the analysis of research question 2, it was found that regardless of the severity of the crisis, consumers have the highest recognition of the company's crisis handling methods, and the strategy that will not reduce the company's credibility and consumers' purchase intention is - Strategy 3: Admit mistakes. The company chose to face up to its mistake and reduce its sincere apology to consumers. In the case of SK2, it can be found that strategy 2: Cut back on responsibilities and strategy 4: Take no action are the worst strategies and will cause more negative impacts if executed. However, strategy three still has the most direct and positive impact on the company.

Conclusion

This study emphasizes the critical impact of crisis management strategies on company reputation and consumer purchase intentions.

In the case study, it was found that consumers in corporate cases that use strategy 3: admit mistakes and corporate cases that use strategy 2: Cut back on responsibilities have different reactions. Companies that use strategy 3 can immediately calm consumers' doubts and dissatisfaction and turn consumers from dissatisfied attitudes to supportive ones; however, companies that use strategy 2 provide clarifications, but consumers think this is irresponsible. Behaviors are all products of the same company, and the company should take responsibility for its mistakes. Subsequently, it can be seen from the variation analysis data that although there are two crisis events at different

levels, the effect of using strategy 3 is better than other strategies in both crisis events. Therefore, Strategy 3: Admitting mistakes has been proven to be the most effective way to deal with crises. By being responsible, showing transparency and solving problems in a timely manner, companies can successfully survive the crisis and turn the crisis into an opportunity, bringing better results to the company. Good benefits. In times of crisis, crisis management is the key to maintaining corporate competitiveness and long-term survival.

The contribution of this study is to provide the most effective method for corporate crisis management. We hope that future research on the topic of corporate crisis management will provide a clearer indication of which crisis management strategy should be adopted at which crisis management stage.

APPENDIX A

企業危機處理態度

親愛的先生/小姐:

　這是一份學術研究問卷，主要目的是探討「企業危機處理態度對消費者行為之影響」，在此希望能耽誤您幾分鐘時間，依您真實的感受填寫此問卷，懇請您提供寶貴建議。

　本問卷採不記名方式作答，您的回答僅供學術研究使用，絕不對外公開，請放心填寫。感謝您在百忙中抽空填答此問卷，您的協助將使本研究更具貢獻，在此獻上最誠摯的謝意。

　敬祝 事事順心，健康愉快!

文藻外語大學 國際事務系
指導老師: 吳紹慈 教授
學生：劉心榆

第一部分: 對頂新集團的看法

頂新集團旗下品牌:味全食品、康師傅

（一-1）對於頂新集團品牌的看法

1.我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.我覺得頂新集團的產品令人滿意。

□非常不同意 □不同意 □有點不同意 □普通 □有點不同意□同意 □非常同意

3.我對頂新集團的產品給予高度評價。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意□同意 □非常同意

4.頂新集團的產品具有正面的品牌知名度？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.我會向其他人推薦頂新集團的產品。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

6.我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

（一-2）企業危機事件

在 2014 年，頂新集團上游工廠鑫好企業遭查獲從 2012 年開始以飼料油混充食

用豬油。接著頂新集團也被查獲，在 2005 年頂新集團在併購正義油品後撤銷自

家的炸油部門，向其他廠商購買油品。頂新集團也在 2006 年就開始進口越南廠

商大幸福的飼料油當作豬油使用。因此頂新集團使用黑心油的時間長達 9 年，

已有上萬噸被民眾吃下肚。在 10 月 24 日、25 日，相繼驗出頂新油品重金屬超

標。看完企業危機事件後，對頂新集團的看法

1.我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.我覺得頂新集團的產品令人滿意。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.我對頂新集團的產品給予高度評價。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4.頂新集團的產品具有正面的品牌知名度？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5. 我會向其他人推薦頂新集團的產品。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

6. 我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

7.我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

（一-3）危機處理策略

1.頂新集團的處理方式: 將黑心油的責任推卸給進口商。

　　2.1 您認同頂新集團的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

　　2.2 我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

　　2.3 我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.頂新集團的處理方式: 將黑心油事件與其他旗下品牌與產品切割關係，讓油品

部門負責危機的責任和處裡。

3.1 您認同頂新集團的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.2 我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.3 我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.頂新集團的處理方式: 承認錯誤、並具有誠意的承諾大眾改善問題，也給大眾

有追蹤危機後續的管道。

4.1 您認同頂新集團的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4.2 我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4.3 我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4. 頂新集團的處理方式: 不採取任何行動，等待風波自己逐漸退去，接受危機對

企業帶來的影響。

5.1 您認同頂新集團的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.2 我覺得頂新集團的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.3 我會將頂新集團的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

第二部分:對於 SK-II 的看法

（二-１）對於 SK-II 產品的看法

1.我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.我覺得 SK-II 的產品令人滿意。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.我對 SK-II 的產品給予高度評價。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4. SK-II 的產品具有正面的品牌知名度？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.我會向其他人推薦 SK-II 的產品。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

6.我會將 SK-II 的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

（二-2）企業危機事件爆發

2005 年 3 月，一名南昌 SK-II 的消費者向當地法院起訴 SK-II 利用虛假廣告進行

欺騙並申請追加 SK-II 的廣告代言人劉嘉玲為被告，理由是她在連續使用 28 天後並沒有達到廣告所宣傳的效果，反而出現皮膚瘙癢和灼痛的情況。原告律師認為，SK-II 添加了有強烈腐蝕作用的燒鹼（氫氧化鈉）及聚四氟乙烯和苯甲酸鈉是造成原告皮膚傷害的原因。

1.我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.我覺得 SK-II 的產品令人滿意。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.我對 SK-II 的產品給予高度評價。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4. SK-II 的產品具有正面的品牌知名度？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5. 我會向其他人推薦 SK-II 的產品。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

6.我會將 SK-II 的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

（二-3）危機處理策略

1. SK-II 的處理方式:將責任推卸給提供原物料的廠商。

2.1 您認同 SK-II 的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.2 我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2.3 我會將 SK-II 的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

2. SK-II 的處理方式:將責任交給公司負責原料的部門負責,轉移品牌的主要產品的風險。

3.1 您認同 SK-II 的處理危機的方式嗎?

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.2 我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3.3 我會將 SK-II 的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

3. SK-II 的處理方式: SK-II 以承認錯誤、並具有誠意的承諾大眾改善問題,也給大眾有追蹤危機後續的管道。

4.1 您認同 SK-II 的處理危機的方式嗎?

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4.2 我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4.3 我會將 SK-II 產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

4. SK-II 的處理方式:不採取任何行動，等待風波自己逐漸退去，接受危機對企業帶來的影響的方式處理。

5.1 您認同 SK-II 的處理危機的方式嗎？

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.2 我覺得 SK-II 的品牌信譽卓越。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

5.3 我會將 SK-II 的產品作為購買首選。

□非常不同意 □不同意 □有點不同意 □普通 □有點同意 □同意 □非常同意

第三部分:基本資料

1. 性別:

□男性 □女性

2. 年齡:

□26-30 歲 □31-35 歲 □36-40 歲 □41-45 歲 □46-50 歲 □51-55 歲 □56 歲以上

3. 學歷：

□小學或以下 □國中 □高中(職) □專科 □大學

□研究所或以上

4.每月個人收入:

□目前尚未有工作 □2.5 萬以下 □2.5 萬-3.5 萬 □3.5 萬-4.5 萬 □4.5 萬-5.5 萬

□5.5 萬-6.5 萬□6.5 萬-7.5 萬 □7.5 萬以上

5. 閱讀報商雜誌的頻率:

□每天 □每周一次 □每月一次 □三個月一次 □半年一次 □一年一次

6. 得知新聞資訊的來源:

□電視媒體 □社群媒體 □報紙 □專業性商管類週刊 □商管類雜誌

問卷到此結束,感謝您的填答!

APPENDIX B

APPENDIX C-1

Descriptive statistics of different crisis management strategies on company reputation and customer purchase intention - Ting Hsin gutter oil incident.

	Strategy	N	M	SD
Reputation	After the Crisis (A)	154	2.53	1.518
	Strategy 1: Shirking Responsibility (B)	154	2.42	1.558
	Strategy 2: Cut back on responsibilities (C)	154	2.60	1.631
	Strategy 3: Admit mistakes (D)	154	3.25	1.805
	Strategy 4: Take no action (E)	154	2.36	1.499
Purchase Intention	After the Crisis (A)	154	2.59	1.591
	Strategy 1: Shirking Responsibility (B)	154	2.42	1.512
	Strategy 2: Cut back on responsibilities (C)	154	2.56	1.601
	Strategy 3: Admit mistakes (D)	154	3.03	1.672
	Strategy 4: Take no action (E)	154	2.33	1.460
Strategic Identity	Strategy 1: Shirking Responsibility (B)	154	2.29	1.563
	Strategy 2: Cut back on responsibilities (C)	154	2.77	1.755
	Strategy 3: Admit mistakes (D)	154	3.82	1.896
	Strategy 4: Take no action (E)	154	2.28	1.528

APPENDIX C-2

Variation analysis summary table comparing the differences between different crisis management strategies on company reputation and customer purchase intention. - Ting Hsin gutter oil incident.

	Source	SS	DF	MS	F	Scheffe	LSD	Tukey HSD
Reputation	SS_B	77.787	4	19.447	7.539^{***}	D>A	D>A	D>A
	SS_W	1973.201	765			D>B	D>B	D>B
	SS_T	2050.988	769	2.579		D>C	D>C	D>C
						D>E	D>E	D>E
Purchase Intention	SS_B	44.070	4	11.018	4.477^{**}	D>A	D>A	D>A
	SS_W	1882.773	765			D>B	D>B	D>B
	SS_T	1926.843	769	2.461		D>C	D>C	D>C
						D>E	D>E	D>E
Strategic Identity	SS_B	243.247	3	81.082	28.321^{***}	D>B	D>B	D>B
	SS_W	1752.156	612			D>C	D>C	D>C
	SS_T	1995.403	615	2.863		D>E	D>E	D>E

APPENDIX C-3

Descriptive statistics of different crisis management strategies on company reputation and customer purchase intention - improper use of fillers in SK2 raw materials.

	Strategy	N	M	SD
	After the Crisis (A)	154	3.99	1.506
	Strategy 1: Shirking Responsibility (B)	154	3.40	1.728
Reputation	Strategy 2: Cut back on responsibilities (C)	154	3.65	1.675
	Strategy 3: Admit your mistakes (D)	154	4.29	1.588
	Strategy 4: Take no action (E)	154	3.37	1.707
	After the Crisis (A)	154	3.86	1.527
	Strategy 1: Shirking Responsibility (B)	154	3.32	1.637
Purchase Intention	Strategy 2: Cut back on responsibilities (C)	154	3.53	1.593
	Strategy 3: Admit your mistakes (D)	154	3.96	1.538
	Strategy 4: Take no action (E)	154	3.27	1.610
	Strategy 1: Shirking Responsibility (B)	154	2.97	1.655
Strategic Identity	Strategy 2: Cut back on responsibilities (C)	154	3.43	1.730
	Strategy 3: Admit your mistakes (D)	154	4.45	1.547
	Strategy 4: Take no action (E)	154	3.05	1.756

APPENDIX C-4

Variation analysis summary table comparing the differences between different crisis management strategies on company reputation and customer purchase intention. - improper use of fillers in SK2 raw materials

	Source	SS	DF	MS	F	Scheffe	LSD	Tukey HSD
	SS_B	96.719	4	24.180	8.958^{***}	A>B	A>B	A>B
	SS_W	2064.851	765			A>E	A>E	A>E
Reputation	SS_T	2161.570	769	2.699		D>B	D>B	D>B
						D>C	D>C	D>C
						D>E	D>E	D>E
	SS_B	59.044	4	14.761	5.902^{***}	A>E	A>B	A>B
	SS_W	1913.273	765			D>B	A>E	A>E
Purchase Intention	SS_T	1972.317	769	2.501		D>E	D>B	D>B
							D>C	D>E
							D>E	
	SS_B	215.317	3	71.772	25.622^{***}	D>B	C>B	D>B
	SS_W	1714.318	612			D>C	D>B	D>C
Strategic Identity	SS_T	1929.635	615	2.801		D>E	D>C	D>E
							C>E	
							D>E	

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