

A Study of Crisis Responses Strategies of Victimized Firms - The Cases of Melamine

施松村、姚惠忠

E-mail: 9806521@mail.dyu.edu.tw

ABSTRACT

This research studies crisis response strategies from victimized firms in facing the melamine incident as well as situations from the perspective of the general public and people of different involvement in the incident. Through analyses of differential tests based on the situations from the perspective of the general public and people of different involvement, the study aims to answer whether the effects of image restore differ. The result indicates that there exhibits differences among the situations from the perspective of the general public and people of different involvement. In addition, "Apology", "Corrective Action", and "Sympathy" are the most effective image restore strategies for victimized firms, whereas "Suffering" strategy has negative impacts.

Keywords : crisis communication、 crisis situation、 image restore、 involvement

Table of Contents

中文摘要	iii	英文摘要	iii
iv 誌謝辭		v 內容目錄	
vi 表目錄		viii 圖目錄	
x 第一章 緒論	1	第一節 研究背景	
1 第二節 研究動機	2	第三節 研究目的	
3 第二章 文獻探討	5	第一節 危機	
5 第二節 危機情境與策略	11	第三節 形象修護效果	
20 第四節 涉入程度	22	第三章 研究方法	
25 第一節 內容分析	25	第二節 量化研究	
29 第三節 回收樣本統計分析	32	第四章 研究發現	
36 第一節 策略分析	36	第二節 檢驗前的效果分析	
42 第三節 檢驗後的效果分析	50	第四節 檢驗前後之形象修護效果比較	57
57 第五章 研究結論與建議	62	第一節 研究結論	
62 第二節 研究建議與限制	66	參考文獻	
69 附錄A 檢驗前的問卷	78	附錄B 檢驗後有含三聚氰胺的問卷	
84			

REFERENCES

- 一、中文部份 Berger, A. A. (2004), 媒介與傳播研究方法(黃光玉、劉念夏譯), 台北市:風雲論壇出版社, (原文於2000年出版)。王石番(1991), 傳播內容分析法:理論與實證, 台北市:幼獅。朱愛群(2002), 危機管理。台北市:五南。朱慧君(2003), 情境、形象修護策略與策略效果之關聯性研究 - 以男性政治人物性醜聞為例, 私立世新大學傳播研究所未出版碩士論文。吳宜蓁(2000), 危機溝通策略與媒體效能之模式建構 - 關於腸病毒風暴的個案研究。新聞學研究, 62, 1-34。吳宜蓁(2002), 危機傳播 - 公共關係與語藝觀點的論點與實證, 台北市:五南。周寬怡(2002), 以內容分析法獲取推薦系統中使用者Profile之研究, 國立成功大學資訊管理研究所碩士論文。姜佩德(2002), 網路互動程度與訊息涉入度對商業網站廣告效果的影響, 世新大學傳播研究所碩士論文。姚惠忠(2006), 公共關係學:原理與實務, 台北市:五南 姚惠忠、汪睿祥(2008), 候選人危機情境分類之探討, 選舉研究, 15(2), 67-90。張正杰(2005), 危機情境、危機反應策略及策略效果 - 以台北市政府「捷運掀頭皮事件」及「邱小妹醫療人球事件」為例, 私立世新大學傳播研究所未出版之碩士論文。曹君逸(2004), 雜誌置入式行銷效果研究:閱聽人涉入度和置入情境適切性之探討, 世新大學傳播研究所未出版之碩士論文。許文怡, 梁朝雲(2007), 訊息來源可信度、情感認同與涉入程度對大學生採信消費性網路謠言之影響, 教育資料與圖書館學, 45(1), 99-120。劉怡靖, 黃鈺棠, 謝培音(2006), 政府形象修護策略分析 - 以游揆、謝揆任內桃園缺水事件為例, 2006傳播論文選集, 台北:中華傳播學會。蔡進雄(1998), 組織危機管理策略, 人力發展月刊, 57, 52-59。二、英文部份 Barki, H., & Hartwick, J. (1989). Rethinking the concept of user involvement. MIS Quarterly, 1(13), 53-63. Barton, L. (2001). Crisis in Organization II. Cincinnati: South-Western. Benoit, W. L., & Brinson, S. L. (1994). AT and T: Apologies are not Enough. Communication Quarterly, 42, 75-88. Benoit, W. L. (1997). Image Repair Discourse and Crisis

Communication. *Public Relations Review*, 23(2), 177-186. Benoit, W. L., Gullifor, P., & Panici, D. A. (1991). President Reagan ' s Defensive Discourse on the Iran-contra Affair, *Communication Studies*, 42, 272-294. Benson, J. A. (1988). Crisis revisited: an analysis of strategies used by Tylenol in the second tampering episode. *Central States Speech Journal*, 39, 49-66. Bradford, J. L., & Garrett, D. E. (1995). The effectiveness of corporate communicative responses to accusations of unethical behavior. *Journal of Business Ethics*, 14, 875-892. Burns, J. P., & Bruner, M. S. (2000). Revisiting the theory of image restoration strategies. *Communication Quarterly*, 48, 27-39. Choi, Y. Y., & Lin, Y. H. (2009). Consumer response to crisis: Exploring the concept of involvement in Mattel product recalls. *Public Relations Review*, 35, 18-22. Coombs, W. T. (1995). Choosing the right words: the development of guidelines for the selection of the " appropriate " crisis-response strategies. *Management Communication Quarterly*, 8 (4), 447-476. Coombs, W. T. (1999). *Ongoing crisis communication: planning, management, and responding*. California: Sage Publications. Coombs, W. T. (2006). The protective powers of crisis response strategies: Managing reputational assets during a crisis. *Journal of Promotion Management*, 12, 241-259 . Coombs, W. T. (2007). *Academic Research Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory*. *Corporate Reputation Review*, 10(3), 163-176. Coombs, W. T., & Holladay, S. J. (2005). Exploratory study of stakeholder emotions: Affect and crisis. In N. M. Ashkanasy, W. J. Zerbe, & C. E. J. Hartel (Eds.), *Research on emotion in organizations: The effect of affect in organizational settings* (pp. 271 – 288). New York: Elsevier. Coombs, W. T., & Holladay, S. J. (2007). The negative communication dynamic: Exploring the impact of stakeholder affect on behavioral intention. *Journal of Communication Management*, 11(4), 300 – 312. Coombs, W. T., & Holladay, S. J. (2008). Comparing apology to equivalent crisis response strategies: Clarifying apology ' s role and value in crisis communication. *Public Relations Review*, 4(3), 252-257. Coombs, W. T., & Holladay, S. J. (2009). Further explorations of post-crisis communication: Effects of media and response strategies on perceptions and intentions. *Public Relations Review*, 35(1), 1-6. Coombs, W. T., & Holladay, S. J. (1996). Communication and Attributions in a Crisis: An Experimental Study in Crisis Communication. *Journal of Public Relations Research*, 8(4), 279-295. Coombs, W. T., & Holladay, S. J.(2002). Helping Crisis Managers Protect Reputational Assets: Initial Tests of the Situational Crisis Communication Theory. *Management Communication Quarterly*, 16(2), 165-186. Elliott, G., & Charlebois, S. (2007). How Mosaic-Esterhazy applied a crisis communication strategy when it suddenly had the world's attention. *Public Relations Review*, 33(3), 319-325. Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. New York: Holt, Rinehart & Winston. Hallanhan, K. (2000). Inactive publics: The forgotten publics in public relations. *Public Relations Review*, 26(4), 499-515. Hearit, K. M. (1994). Apologies and public relations crises at Chrysler, Toshiba, and Volvo. *Public Relations Review*, 20(2), 113-125. Hearit, K. M. (2001). *Corporate Apologia: When an Organization Speaks in Defense of Itself*. In *Handbook of Public Relations*. California: Sage Publications. Heath, R. L. (1994). *Management of corporate communication: from interpersonal contacts to external affairs hillsdale*. New Jersey: Laur-ence ErlbaumAssociation. Hermann, C. F. (1969). Some consequences of crisis which limit the-viability of organizations. *Administrative Sciences Quarterly*, 8, 61-82. Huang, Y. H., Lin, Y. H., & Su, S. H. (2005). Crisis Communicative Strategies: Category, Continuum, and Cultural Implication in Taiwan. *Public Relations Review*, 31, 229-238. Kelley, T. L. (1939). The selection of upper and lower groups for the validation of test items. *Journal of Educational Psychology*, 30, 17-24. Lerbinger, O. (1997). *The crisis manager: Facing risk and responsibility*. New Jersey: Lawrence Erlbaum. Liu, B. F. (2007). President Bush's major post-Katrina speeches: Enhancing image repair discourse theory applied to the public sector. *Public Relations Review*, 33, 40-48. Menon, S., & Kahn, B. E. (1995). The impact of context on variety seeking in product choices. *Journa of Consumer Research*, 22(4), 17-28. Park, C. W., & Young, S. M. (1986). Consumer response to television commercials: The impact of involvement and background music on brand attitude formation. *Journal of Marketing Research*, 23, 11-24. Pearson, C. M., & Clair, J. A. (1998). Reframing crisis management. *Academy of Management Review*, 23(1), 59-76. Petty, R. E., & Cacioppo, J. T. (1986). *Communication and persuasion: Central and peripheral routes to attitude change*. New York: Springer-Verlag. Ray, S. J. (1999). *Strategic communication in crisis management: Lessons from the airline industry*. Connecticut: Quorum Books. Schiffman, L. G., & Kanuk, L. L. (2000). *Consumer behavior*. 7th ed. London: Prentice Hall. Seeger, M. W., Sellnow, T. L., & Ulmer, R. R. (2001). Public relations and crisis communication: organizing and chaos. *Handbook of Public Relations* (pp. 155-165). California:Sage -Publications. Sherif, M., & Cantril, H. (1947). *The Psychology of Ego Involvements, Social attitudes and Identifications*, New York: Wile. Shrivastava, P., & Mitroff, L. I. (1987). Strategic management of cor-porate crises. *Columbia Journal of World Business*, 5, 5-11. Siomkos, G. J., & Kurtzward, G. (1994). The hidden crisis in product harm crisis management, *European Journal of Marketing*, 28 (2), 30-41. Smith, R. E., & Swinyard, W. R. (1983) Attitude Behavior Consistency: The Impact of Product Trial Versus Advertising. *Journal of Marketing Research*, 20, 257-267. Sturges, D. L. (1994). Communicating through crisis: A strategy for organizational survival. *Management Communication Quarterly*, 7(3), 297-316. Park, S. A. (2008). Consumer health crisis management: Apple's crisis responsibility for iPod-related hearing loss. *Public Relations Review*, 34(4), 396-398. Ware, B. L., & Linkugel , W. A. (1973) . They spoke in defense of themselves: On the genetic criticism of apologia. *Quarterly Journal of Speech*, 59, 273-283. Zaichkowsky, J. L. (1985) . Measuring the Involvement Construct. *Journal of Consumer Research*, 12, 341-352.