THE IMPACT OF CRISIS MANAGEMENT STRATEGIES AND CORPORATE REPUTATION ON CHINESE CONSUMERS' PURCHASE INTENTION IN E-COMMERCE

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REPUTATION ON CHINESE CONSUMERS' PURCHASE INTENTION

IN E-COMMERCE

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The Impact of Crisis Management Strategies and Corporate Reputation on Chinese Consumers' Purchase Intention in E-commerce (128 pp.)

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ABSTRACT

The main purpose of this survey research is to explore the relationship between corporate crisis management strategies, corporate reputation and purchasing intention among Chinese consumers after exposing to Alibaba's crisis management. Researchers studied the relationship between variables, including customer purchase decisions, crisis management strategies adopted by enterprises after the outbreak of the crisis (i.e. the application of corporate image repair theory), and consumer self-perceived corporate reputation. Two hundred Chinese respondents were selected using purposive sampling. They have to be Chinese customers had experiences using online purchase with shopping website at least 6 months period. Multiple Regress analysis was used to test the hypothesis with significance level of 0.05. The results were as follows:

1. Respondents' attitude toward Alibaba's overall crisis management strategies is neutral (Mean= 2.57, SD= .59). Their attitude toward the Alibaba's correction action was perceived to be "agreeable," and mortification was perceived to be "neutral"; however, their denial response and evading responsibility was perceived to be "Disagree".

2. Respondents had an overall positive reputation toward Alibaba products. They agreed with all key dimensions of corporate reputation, including workplace environment, vision and leadership, market performance, financial performance, products and services, and social and environmental responsibility, respectively. The descriptive findings revealed that the majority of the sample had high intention to purchase intention Alibaba products (Mean=3.72,SD=.01).

3. The findings suggested that five elements can predict their corporate reputation at the rate of 54.7%. And the respondents perceived corrective action and mortification elements as the significant positive predictors while other elements were not significant predictors. However, denial, evasion responsibility, reduce offensiveness were negative predictors of Alibaba's corporate reputation.

4. Chinese customers' perceived of Alibaba's corporate reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) did not significantly influenced consumer purchase intentions at 0. 5%

5. Chinese customers' attitude toward Alibaba's crisis management strategies, including denial response, evading responsibilities, reducing offensiveness, correction, and mortification did not significantly influence their customers' intention to purchase Alibaba products at the rate of 0% .

Keywords: Crisis management strategy, corporate reputation, purchase intention, Alibaba

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CHAPTER 1

INTRODUCTION

1.1Rational and Problems Statement :

In the new era of the rapid development of high-tech cloud computing, the rapid development of information age, as well as communication channels and ways are undergoing unprecedented tremendous changes in today's complex media environment. Due to these changes, the frequency of corporation crises and the degree of harm is increasing, corporate reputation will also face frequent challenge or say threaten. In fact, the world has entered a crisis normalization phase, brand crisis has almost become an inevitable experiences during growth of corporations. In recent years, crisis events have occurred at domestic and abroad, from frequent government credibility crises to endless food safety crises, product quality issues, financial scandals and other related to various industries in various fields. In the face of these crises, there were not so much of corporation managers whom may make outstanding response to the crisis cases .What's worse, many companies are not very clear about how to effectively deal with the type of crisis and how to minimize the damage to organizational reputation. Even some corporations lack of crisis resolution awareness and analysis of the crisis is not enough to deal with mistakes, not only did not repair the reputation of the organization through crisis response measures, but also made the "crisis response itself" into "news" and triggered "secondary disasters".

In real life, crises always happen unexpectedly, any organization and corporation will face the challenge of crisis issues, the correct crisis response measures can control or reduce the loss of corporation; on the contrary, improper solutions will not only cause property losses, but also damage intangible reputation assets (Coombs, 1998; Coombs & Holladay, 2002). We see crises in all areas of the world, Shell's deep-water disposal of the Brent Spar Issue, Wal-Mart labor disputes, Bausch & Lomb's financial crisis, China San-Lu brand poisoned milk powder issue, etc.

Throughout these crises of enterprises, all reflect the various organizations and enterprises have insufficient ability to deal with crises, have a weak awareness of crisis, and have put forward urgent needs for crisis response management research, especially the rapid development and popularization of the Internet and information technology environment, which has led to complex changes in the interaction model among various social entities, and the communication environment of crisis management has changed from the traditional communication model to become a more complex mode of Internet communication. Therefore, after the crisis, how to maintain the corporate public image and maintain corporate reputation in the era of Internet communication is also a sharp question.

Corporation reputation is regarded as an intangible asset that can bring sustained competitive advantage. And reputation, as the key source of corporation uniqueness, has the unique characteristics that competitive corporations are difficult to imitate. At the same time, a good corporate reputation will win support for corporations and distinguish them from competitors. As Fombrum (2004) said, a good reputation is a very good business card, which can open the door and attract followers, including their employees, investors, and consumers, and public's respect. At present, managerial scholars in China and the West have begun to focus on the crisis, to study the correct response to different types of crisis, and at the same time to study how to establish and manage corporate reputation theory and how to transform it into a sustainable competitive advantage (e.g. Fombrun & Shanley, 1990; Roberts & Dowling, 2002). They found that intangible assets, especially corporate reputation, played an increasingly prominent role in building market barriers, cultivating customer loyalty, attracting investors, recruiting outstanding employees and strengthening competitive advantages. Researchers have found that corporate reputation is a perceived quantity, a combination of personal impressions based on direct and indirect information; at the same time, scholars have also found that corporate reputation, as a special dependent variable, becomes extremely fragile and

vulnerable .Fombrun (1996) argued that enterprises with good reputation are less likely to encounter risks, and even if they encounter risks, they can control crises at a lower cost and avoid greater losses because of their good reputation. Domestic scholars Zhang Silong and Zhou Zucheng (2004) believed that companies with good reputation generally have a strict internal control system, which can respond quickly to early warning signals and eliminate crises in the bud, thus proving that the impact of crisis management on corporate reputation can not be ignored. From this we can see that the ubiquitous corporate crisis will strike the reputation of corporations at any time, at any time are facing threats. If the corporation may use properly solution to handle with the crisis, it will get through difficulties and get new opportunities; but if it is not handled properly, it will be possible for the enterprise to fall into a passive state, so that the brand and reputation of the corporation will be damaged, and even a promising enterprise will collapse suddenly. These crisis problems not only plunge the organization into multiple crises, but also deepen the public doubts and expand the severity of the crisis, thus instantly destroying the organization's original foundation of trust and causing serious damage to the good reputation of the business before the painstaking operation. Therefore, for any corporations committed to long-term sustainable development, a reasonable crisis management strategy, strengthen corporate reputation management, so that corporate reputation can be effectively cultivated, accumulated and maintained has very important strategic significance. Studies have shown that almost all American managers believe that corporate reputation is one of the most important drivers of corporate success (Dunbar; Scbwalbacb, 2000; Hall, 1992).

According to the Company's Strategic Comparative Advantage Theory, the company has cultivated intangible, non-imitation assets, and can obtain a lasting competitive advantage. Netemeyer (2004) posited that the possession and dominance of a company's reputation can help companies gain a competitive advantage in an increasingly competitive market. He claimed that the intangibility of corporate

reputation and its intangible characteristics of measurement and replication create a competitive advantage. Klein (2004) said that this is the full meaning of accumulating reputational capital. Scholars such as Haywood (2002) and Sherman (1999) claimed that corporate reputation is the ultimate determinant of corporate competitiveness in today's era. The dynamic model proposed by Mahon and Wartick (2003) also showed that a good corporate reputation helps companies to achieve sustainable competitive advantage over competitors in the product service market and the concept market. Fombrun (1996) has put forward the concept of "reputation to create wealth", pointing out that ample reserve capital reserves can give organizations a unique advantage. Han Xing wu (2004) claimed that a good reputation is a unique resource owned by the company, which can enhance the competitiveness of the company in all aspects of business operations. Since the 1980s, senior corporate executives around the world have recognized the need to build and maintain a good corporate reputation to create competitive advantage (Gotsi and Wilson, 2001). In the future, in the increasingly competitive global economic environment, the development of methods to gain competitive advantage will increasingly rely on the development of a special, primary intangible asset of corporate reputation.

Since the management and maintenance of corporate reputation is an important part of the long-term development of enterprises, in dealing with reputation management, we have to always pay attention to the threat of corporate crisis. The crisis is not terrible, internal and external enterprises happen by the crisis, need to experience a life cycle of development , which corresponds to the requirement that the implementation of crisis management measures is a dynamic process throughout the three-stage approach by Coombs (2012),which consisted of the pre-crisis, crisis, and post-crisis. Corporate managers need to make a series of logically related decisions according to the different characteristics of the crisis evolution stage. It is very difficult for managers to find out the touch point of the crisis and comprehensively analyze the crisis response, which can not only maintain the imagination of the

corporation but also minimize the loss of the enterprise. This forces a large number of managerial economists to pay more attention and re-examine the management of corporate reputation, attaching importance to every link of crisis management. In fact, the global market economy competition has been very intensely, most of the products of corporate are similar, leading to differences outside the product itself become more and more important, the role of corporate reputation in the process is gradually highlighted. After experiencing the stages of price competition, quality competition, service competition and image competition, Competition among enterprises has developed to the stage of reputation competition (Pan, 2003). People pursued business ethics and advocate company culture value, calling on enterprises to attach importance to reputation unprecedented enthusiasm. Intangible though it is, it is precious to the enterprise and even a long-term foundation for the development of the enterprise. From a social point of view, cultivating a good reputation is an effective way for enterprises to get out of profit-seeking and benefit the society as much as possible (Huang , 2004) .

However, the "health" of business operations is the cornerstone of corporate reputation, which can be seen as the embodiment of life in modern society .(Deng,

2004). Consumers' recognition of products and the formation of purchasing behavior have a direct impact on the development of enterprises and the expansion of the market. Consumer propensity to consume is directly related to the consumption era. In today's era, corporate reputation can directly affect consumers' purchase intentions and decisions. Mass media is paying more and more attention to enterprises. The pressure of the public opinion requires that media coverage of enterprises become more and more transparent. When consumers decide whether to buy or not, they do not only rely on traditional parameters such as product price, function and quality to make product choices. When and where the product is made, how the product is manufactured, and how the reputation of the corporation producing the product is, etc. become factors influencing consumers' purchasing decisions (Wang , 2002). This

situation also makes consumers more sensitive to the ethics and morality of corporate behavior. When managers focus their attention on corporate profits, the main source of corporate profits - consumers have paid more attention to the environment, society, ethics and morality of corporate behavior which on the issue of reputation. Pruzan (2001) called this shift "Ethical Consumerism," which can be interpreted as a manifestation of a deeper understanding of the role of consumers in their interactions with businesses. The change of consumer attitudes also greatly affects the behavior of corporate. According to a Danish survey, more than half of consumers in Denmark belong to this "moral" consumer. These consumers show considerable enthusiasm for the products of corporations with good reputation and negative attitude towards the products of corporations with bad reputation.

By summarizing the previous research results, we find that the relevant theory of crisis response existed in crisis communication, crisis management, emergency communication management and organizational behavior and other disciplines. These theories put forward various crisis management strategies from different perspectives. The typical ones are Coombs' Situational Crisis Communication Theory (SCCT), (Coombs & Holladay 1996, 2002; Coombs, 2010) and Image Repair Theory (Benoit, 1995), Apology Theory (Hearit, 2001), and Image Management Theory (Allen & Caillouet, 1994) and Post-crisis Reconstruction Speech (Seeger & Ulmer, 2002, Seeger, et. a1., 2005). These theories emphasized the decision-making issues after the outbreak of the crisis, emphasizing that organizations should respond quickly in the first place, formulate or select effective crisis response strategies according to the characteristics of the crisis, and then communicate with stakeholders or the public accordingly.

Based on several crisis management scholars, Coombs (1995, 1996) combined the theory and practice of crisis response strategy and crisis management relationship to do the corresponding research. Firstly, he divided crisis scenarios and possible crisis response strategies, and then matches them. The significance of this research is

to provide a blueprint for enterprises to manage crisis, that is, to formulate different response strategies according to different crisis situations. Although Coombs did not directly study the relationship between the two. However, we can see from his research purpose and literature that the researcher still very much agrees: appropriate and rapid crisis response strategy can protect and repair the reputation of corporations, thus providing a research path for this study. In recent years, as a domestic expert on corporate reputation, Xu (2004) has explained the importance of corporate reputation to the development of an enterprise from the perspectives of consumers and employees. On the basis of predecessors, Duan (2007) began to make an in-depth study of the relationship between the two. He used consumer perception as an intermediate variable to illustrate the relationship between the two. The results showed that only the crisis response strategy perceived by consumers can protect and repair the reputation damaged by the crisis, which emphasized the importance of communication between enterprises and consumers in the process of the crisis. In addition, some scholars have studied the impact of corporate reputation on enterprise crisis management. For example, Fombrun (1996) claimed that corporate with good reputation are less likely to encounter risks, even if they encounter risks, they can control the crisis at a lower cost and avoid greater losses because of their good reputation. Domestic scholars Zhang Silong and Zhou Zucheng (2004) claimed that companies with good reputation generally have a strict internal control system, which can respond quickly to early warning signals and eliminate the crisis in the budding state, thus showing the relationship between the two, which is also the focus of this paper. Based on the above research results at home and abroad, it was found that the existing theories do not include the impact of crisis management on corporate reputation and customer purchasing intention. Based on the past studies, the researcher confirmed the impact of crisis strategy on customers' perceived corporate reputation but very limited past studies have found the link between crisis strategy and customers' intention to purchase product crisis. Hence, this study will explore the

influence of crisis responses as suggested in Image Repair Theory by Benoit (1995) on the perceived corporate reputation of customers and their influence on the intention to purchase Alibaba products, which is an online business after exposing to the crisis responses in online media publicity. The results of these two-sided detection and research from different roles of corporate and consumers still need to be further improved.

Based on this, this paper combines normative theoretical research with case study method, takes Alibaba, a Chinese e-commerce giant, as a case study, and uses image Repair Theory as the theoretical basis of crisis management, trying to verify whether the crisis has an impact on various factors of corporate reputation, and tries to answer the following questions Question: how does a corporate crisis come into being? What is the correct solution for enterprises after the crisis? Will crisis events affect corporate reputation? What aspects will bring hidden trouble to the reputation of the company? Based on the theory of image restoration and the case study of Alibaba Group in dealing with crisis after crisis events, this paper elaborates whether the relationship between crisis management and corporate reputation is positively correlated. After the crisis, has Alibaba's response policy interfered with consumers'-commerce consumption intention?

1.2 Objectives of study

1.2.1 To examine the influence of Chinese customers' attitude toward the crisis management strategies on the perceived corporate reputation toward Alibaba product.

1.2.2 To examine the influence of customers' corporate reputation of Alibaba product and their intention to purchase Alibaba product.

1.2.3 To examine the influence of Chinese customers' attitude toward crisis management strategies on their purchase intention of Alibaba products .

1.3 Scope of Study

Based on the study of the theory of crisis management, corporate reputation, crisis responses and customer purchase intention, this paper takes the strategy of crisis responses as the independent variable and the factor of corporate reputation as the dependent variable, and analyzes the impact on consumer purchase intention after crisis recovery as the final independent variable. At the same time, social media communication as an intermediary variable on the impact of the above relationship factors to build a new theoretical model. In the case of Alibaba, a questionnaire survey was conducted among college students and Internet Co employees. Mainly because college students and corporate staff have online shopping experience, but also the main group users for social media.

Questionnaire survey is the main research method of this paper, the main object of the survey is the Chinese consumers. The respondents will be current customers who have experienced purchasing Alibaba product in online at least six months or more and The questionnaire is mainly issued by means of written, e-mail and instant messaging for about three weeks.

There are three stages in the questionnaire survey: questionnaire design, pre-test and revision, questionnaire design and data collection. The data will be tabulated and analysis with SPSS software.   Researcher chose Alibaba as case study, because Alibaba is China's most influential e-commerce platform, is selected as a case study. The company combines the characteristics of high-tech information and service as a whole. See more the links about Alibaba in wikipedia. At the same time, it is also an e-commerce platform in the consumer field. It faces the problems of product service, product quality, customer relationship maintenance, and delivery process problem, etc. There are many typical aspects issue in dealing with business partnerships, employee issues, CEO management strategies and so on, which meet the needs of this study to analyze the various comprehensive factors of the examining. At the same time, Alibaba in China has developed into a platform for e-commerce, involving

multinational financial (Ali-pay), real estate, transportation, travel, pan-entertainment, health, life sciences, AI and other areas of development of the business giant, Alibaba in each stage of development has been experiencing from all sides of the crisis challenge, but under the leadership of Alibaba's CEO Jack Ma and Alibaba's management team ,they had responded well and their excellent crisis public solutions, sometimes turning crises into opportunities, are praised in the industry.
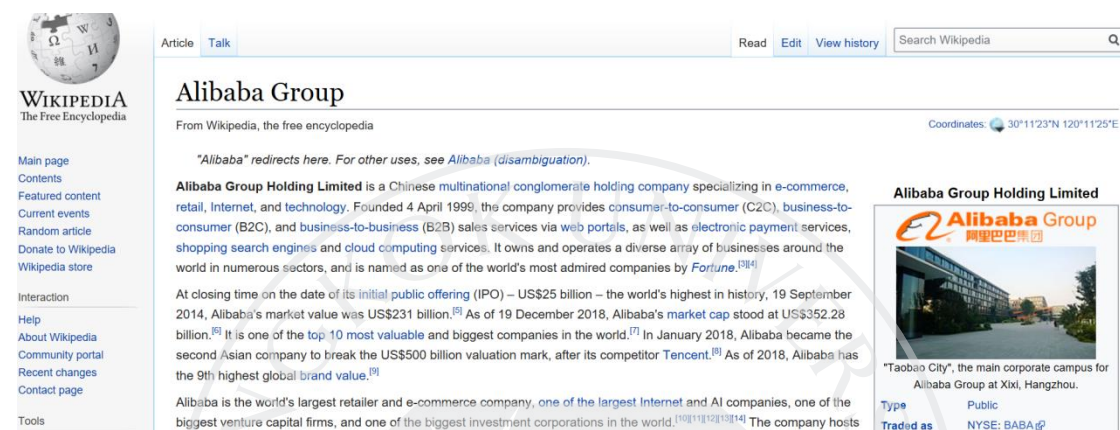
Figure 1   Alibaba Group

 https://en.wikipedia.org/wiki/Alibaba_Group

1.4 Research Questions

1.41 Does Alibaba's crisis management responses influence the Chinese customers' corporate reputation toward Alibaba?

1.42 Do perceived corporate reputation significantly decision to purchase of customer of Alibaba products?

When we look at the past literature, the study of corporate reputation began in the 1990s. Corporate reputation has become a hot issue in theoretical research. More and more scholars began to devote themselves to the upsurge of reputation research. Scholars believe that firms with good reputation can attract more consumers and investors, and can set higher prices (Fombrun, 1996). Good corporate reputation can increase customers' confidence in products and services, advertising content and purchase decisions (Fombrun, 1998; Lafferty & Goldsmith, 1999). Customers attach

importance to contacts and transactions with highly praised corporations (Roberts&
Dowling, 2002). Loyalty becomes stronger and stronger when customers think the
company has a strong reputation (Nguyen & LeBlance, 2001), and companies can
achieve high prices and higher purchase rates by increasing customer loyalty
(Milgrom & Roberts, 1986). However, the research on the impact of corporate
reputation on customer purchasing intention is still in the stage of verification and
exploration, and has not yet formed a consensus, especially in the information age
with the development of the Internet. Therefore, it is a new subject that this paper
wants to break through to study the impact of crisis management on corporate
reputation and further affect to customer's purchasing consciousness.

1.5 Significance of Research

In conclusion, it highlighted the importance of how to use limited resources
rationally to protect corporate reputation when the crisis comes. This paper attempts
to provide an effective crisis response model for organizations to improve the level of
crisis response in the Internet communication environment, aimed at repairing the
damaged organizational reputation. For corporation in the actual operation process,
the effective crisis response to manage crisis and leverage the crisis, or even change
the crisis into an opportunity, better for corporation in front of the public to establish a
positive image, provides a reference and significance.

At the management level, this study will provide some reference and guidance for
corporation policymakers to deal with the challenges brought by the negative crisis
and how to overcome these challenges. Academically, the findings will be of
reference value to scholars and researchers on this subject, as well as to the same
topics concerning the communication steps of the relationship between crisis
management and corporate reputation. For practitioners, the information obtained
from the study will further provide guidance for practitioners of public relations
management and corporate reputation management in different organizations, so as to

create a positive image for their organizations in the public and bring long-lasting corporate vitality to the corporation.

At the same time, this study has a certain guiding significance for corporate reputation management practice and crisis management practice. From the perspective of corporate reputation theory, this study will further study the impact of corporate crisis management reputation on reputation risk from whether there is an impact to how the impact of the stage. Through the application of crisis management measures-Image Repair Theory and the verification of corporate reputation elements, the relationship between them are determined. And the specific mechanism is which analyzed to help corporations in studying the conditions of crisis management and the elements of corporate reputation restoration under the interference of Internet-based media environment, this indicates that it is the foundation for related research in this field.

1.6   Definition of Terms

1.6.1 Crisis Management refers to a process of planning, decision-making, dynamic adjustment, resolution and staff training by corporation, government departments or other organizations in response to various crisis situations. The purpose is to eliminate or reduce the threat and loss caused by the crisis. Crisis management can usually be divided into two parts: pre-crisis prediction, prevention management and post-crisis emergency management.

1.6.3   Crisis communication management refer to the process crisis damage containment for the reputation and such changes can affect how stakeholders interact with the organization (Barton, 2001; Dowling, 2002).It can be divided in Post-crisis communication can be used to repair the reputation and/or prevent reputational damage (Coombs & Holladay, 2005). The field of crisis communication management is that during the crisis-stage how to react to crises or to the crisis

response strategies used to manage crises (Ahluwalia et al., 2000; Dawar and Pillutla, 2000; Dean, 2004).

      1.6.2   Crisis strategies refers to series of actions and processes of resolving and avoiding crises by means of communication and aiming at resolving crises after crises occur. Crisis response can reduce the impact of enterprise crisis through effective communication, and there is the possibility of turning crisis into a turning point or even business opportunities.

      Benoit (1997) introduced image restoration theory (IRT), which posited that maintaining or rebuilding a company's reputation after a crisis is the primary goal of communications. In his view, there is a reputational threat in the crisis communications arena if 1) there has been a crisis event and 2) the stakeholders hold the organization responsible. The researcher used Benoit's five crisis strategies proposed a series of formalized corporate response strategies that could be used to protect or rebuild a reputation after the crisis. The crisis responses can be characterized as follows:

Table 1: Benoit's Image Repair Strategies

Strategy	Key Characteristics
● Denial	
Simple denial	Organization did not perform act
Shift the blame	Act performed by other
● Evasion of Responsibility	
Provocation	Responded to act of another
Defeasibility	Lack of information or ability
Accident	Act was a mishap

Good intentions	Meant well in act

- Reducing Offensiveness of Event

Bolstering	Stress good traits
Minimization	Act not serious
Differentiation	Act less offensive
Transcendence	More important consideration
Attack accuse	Reduce credibility of accuser
Compensation	Reimburse victim

- Corrective Action   Plan to solve or prevent problem

- Mortification   Apologize for act

Source: Adapted from "Image repair discourse and crisis communication," By W.L. Benoit,1997, *Public Relations Review,23*,p.197.

1.6.5 Corporate Reputation

Corporate reputation is 'a perceptual representation of a company's past actions and future prospects that describe the firm's appeal to all of its key constituents' (Fombrun 1996, p. 165). Corporate reputation referred to the overall estimation of a firm by its stakeholders, which is expressed by the cognitive and affective reactions of customers, investors, employees and the general public. In this research, the Reputation Quotient is a primary instrument to measure reputation, which is assessed under the five dimensions: (1) Products and Services; (2) Workplace Environment; (3) Social and Environmental Responsibility (4) Financial Performance; (5) Market performance; (6) Vision and Leadership. (Fombrun, 2001).

1.6.5.1 Products and Services are that "we are interested in buying and our perception of the companies that stand behind them" (Fombrun, 1996).

1.6.5.2 Workplace Environment contains material and social environment, which directly influences and stimulate employees (Liu, 2005).

1.6.5.3 Social and Environmental Responsibility is that enterprises have responsibility for contributing the society in addition to shoulder its own economic and interests (Liu, 2005).

1.6.5.4   Financial Performance is kind of reputation management tool due to high economic performance shows the inner quality of the enterprise to investors and creditors (Liu, 2005).

1.6.5.5   Market Performance is measurement based on famous product brands, impressive logo, growth potential and the ability of attracting customer (Liu, 2005).

1.6.5.6   Vision and Leadership is ability to keep staff or all stakeholders together and at the same time it maintains a clear vision to build strong reputation (Liu, 2005).

1.6.6 A customer is a Chinese person or group who can directly benefit from product or service. After that, they can respond their sense of product or service and give assessment and have experiences using online purchase.

1.6.7   Customer perspective is a kind of analysis according to customer's view and insight, which enables companies to adjust core customer outcome measures satisfaction, loyalty, acquisition and profitability to target customers and market segment (Kaplan & Norton, 1996). The survey examines customer's satisfaction, attitude toward CSR activity and their intention to purchase.

1.6.8   Customers' intention to purchase behavior is the willingness and the processes of decision while the act of people is involving in buying and using product or service (Sharma, 2014). The survey aims to investigate the consumer intentions and impact of Alibaba's business platform after crisis management and reputation restoration in the event of Alibaba's crisis.

CHAPTER 2

LITERATURE REVIEW

Chapter 2 aims to provide a synthesis of the past studies on crisis management, corporation reputation, the image repair theory and the customers' purchase intention. The chapter explores the concepts, principles, and the related theories to develop the theoretical framework and hypothesis. The chapter summarized the following topics

1. A Summary and Synthesis of Past Studies

　　1.1 The Relationship between Crisis Management and Corporation Reputation

　　1.2 The Relationship between Corporation Reputation and Purchasing Intention

　　1.3 The relationship between Crisis Management, Reputation Restoration and Purchasing Intention

2. Concept of Crisis Management

　　2.1. Definition of Crisis

　　2.2 Dimensions of Crisis

　　2.3 Crisis Management Strategy – (Crisis Management):

3. Concepts of Corporate Reputation

　　3.1 Definition of Corporate Reputation

　　3.2 Dimensions of Corporate Reputation/Reputation Quotient (RQ)

　　3.3 Distinction between Corporate Reputation and other Related Concepts Corporate Reputation and Corporate Image

4. New Social Media Communication Environment

5. Assumption of the Image Repair Theory

6　Hypothesis

7. Theoretical Framework

2.1 A Summary and Synthesis of Past Studies

2.1.1 The Relationship between Crisis Management and Corporate Reputation

According to American scholar Rosenhalt believes that a crisis is a serious threat to the basic value of a social system and the framework of the code of conduct, and must be made critically in the case of time pressure and uncertainty. According to the different subjects in the crisis, the crisis can be divided into social public crisis and corporate public crisis. The crisis we are talking about here mainly refers to the corporate public crisis. It refers to the damage to the public interest due to improper corporate behavior or unexpected events, causing public dissatisfaction with the company and affecting its normal production and operation activities (Zheng Wenzhe, Wang Shui-nen, 2003). Nowadays, it is an era of rapid information development. Crisis occurs frequently in the world, and it is everywhere. After investigating the Fortune 500 CEOs, 89% of them believe that business crises are inevitable, and companies often face potential crisis analysis and review. Especially after joining the WTO, with the changes and development of the new situation, China's enterprises will certainly increase some potential problems, and the key role played by corporate reputation in corporate crisis management is becoming more and more obvious. Coombs (1995, 1996) combined the theory and practice to make a corresponding study on the crisis response strategy and crisis management relationship. He first divided the crisis scenarios, the possible crisis response strategies of the company, and then matched them. The significance of its research lies in providing enterprises with a blueprint for crisis management, that is, formulating different response strategies according to different crisis scenarios. Although Coombs did not directly study the relationship between the two. However, we can see from his research purposes and literature that the author still strongly agrees that a suitable and rapid crisis response strategy can protect and repair the reputation of the enterprise, and thus provide a

research path for the research. In recent years, as an expert in the reputation of domestic research companies, Xu Jinfa has more to explain the importance of corporate reputation to the development of a company from the perspective of consumers and employees. On the basis of his predecessors, Duan Jumbo (2007) began an in-depth study of the relationship between the two. He uses consumer perception as an intermediate variable to illustrate the relationship between the two. The results of the study show that only the crisis response strategy perceived by consumers can protect and repair the reputation of the company being destroyed in the crisis, which emphasizes the importance of communication between the enterprise and the consumer during the crisis. In addition, some scholars have studied the impact of corporate reputation on corporate crisis management. For example, Fombrun (1996) believes that companies with good reputations are less likely to encounter risks, and even if they encounter risks, they can be lower because of good reputation. Cost control crisis and avoid greater losses. Domestic scholars Zhang Silong and Zhou Zucheng (2004) claimed that companies with good reputation generally have established a strict internal control system, which can quickly respond to early warning signals and eliminate the crisis in the bud, thus indicating the relationship between the two. Closeness, and the significance of this study.

2.1.2 The Relationship between Corporation Reputation and Purchasing Intention

Consumer purchasing intentions are directly related to the consumer era (Wang, 2002). In today's world, social media pay more and more attention to corporation. Pressure from the public and public opinion requires the media to report more and more transparently to corporations. This makes consumers not only rely on traditional parameters such as product price, function and quality to choose consumer goods before buying behavior, but also on when, where, in what way, and the reputation of the enterprise that produces the product. These changes have led consumers to be more sensitive to the ethics of corporate behavior. A series of surveys and studies

show that when managers of company focus their attention on corporate profits, consumers, the main source of corporate profits, have paid more attention to environmental, social and ethical issues of corporate behavior (Larsen, 2001). Danish scholar Peter Pruzan (2001) called this transformation "Ethical Consumerism", which can be interpreted as a manifestation of consumers' deeper understanding of their roles in the process of interaction with corporations. The change of consumer's concept will greatly affect the behavior of corporations.

A company with a good reputation, the products and financing plans of the relevant organizations can attract more consumers and investors, and can set higher prices (Fombrun, 1996). In the product services market, Fombrun (1998) and Lafferty and Goldsmith (1999) found that a good corporate reputation increases customer confidence in products and services, advertising content, and purchasing decisions. When a customer processes an advertisement for a company's product in his or her heart, the company's reputation is most important to the customer's mind (Goldsmith, 2002), and customers value connections and transactions with high-profile businesses (Roberts & Dowling, 2002). Loyalty becomes stronger when customers think that corporate reputation is excellent (Nguyen and LeBlance, 2001), and companies can achieve expensive prices and higher purchase rates by increasing customer loyalty (Milgrom & Roberts, 1986; Preece, 1995). Roberts & Dowling (2002) also showed that customers are more willing to contact and trade with companies with good reputation. Zhang Silong et al. (2004,Nov.) argued that a good corporate reputation can lead to increased demand for products and a premium income.

2.1.3 The relationship between Crisis Management, Reputation Restoration and Purchasing Intention

Crisis management is an important part of corporate reputation management. In response to various crisis events, scholars have studied a series of crisis response theories and designed a "strategic list" at a glance according to the theory. For example, Image Repair Theory (Benoit, 1995), Apology Theory (Hearit, 2001),

Impression Management Theory (Alien & Caillouet, 1994), Situational Crisis

Communication Theory (Coombs & Holladay, 1996, 2002; Coombs, 2010) and

Post-Crisis Reconstruction (Seeger&Ulmer, 2002, Seeger, et a1. , 2005). Among them,

there are many crisis cases or empirical studies based on the theory of situational

crisis communication. Coombs and Holladay (1996, 2004, 2007) constructed the

scenario crisis communication theory SCCT based on attribution theory. SCCT can be

applied to all types of businesses or organizations, not just companies or other

for-profit organizations (Coombs, 2007). The core point is that the crisis response

should be based on the judgment of context factors such as "initial crisis

responsibility", "crisis history" and "pre-public relations reputation". The

combination of different scenarios determines the "adaptive" crisis response strategy.

Only an adapted coping strategy can form an organizational interpretation framework

and communication framework (Druckman, 2001), the formation and mutual

reinforcement of the two frameworks, effective control and reduce the attribution of

stakeholders to crisis responsibility (Kim & Liu, 2010; Taylor & Perry, 2005;),

reducing the degree of arousal of negative emotions of stakeholders, reducing the

likelihood of adverse behavior, and achieving the goal of repairing organizational

reputation.

　　　The organization needs to select an effective communication strategy based on

the crisis response strategy and the development trend of the crisis, and transmit

Instructing Information and Adjusting Information to guide people affected by the

crisis to avoid possible physical injury or property loss. Psychological stress caused

by the crisis (Coombs, 2007; Grunig，Grtmig, & Dozier , 2002; Waters & Jamal,

2011). Crisis communication is a combination of four elements under the general

principles of timeliness, consistency, initiative (Grunig，Grtmig & Dozier , 2002),

including: timing, communication subject, communication model and channel

selection (Gonzalez- HelTero & Pratt, 1996). Timing choices require companies to

respond as soon as possible after the crisis. Barton (2007) believes that companies must respond as soon as possible within 8 hours of the crisis.

Reputation restoration is the core objective of crisis management (Coombs, 2007; Jin, Pang & Cameron, 2012; Lange, Lee & Dai, 2010;). Reputation is an important intangible asset (Deephouse & Carter, 2005; Coombs & Holladay, 2007). Building and maintaining a good corporate reputation are an important way to gain competitive advantage and maintain sustainable development. Coombs (2007) claimed that corporate reputation is an overall assessment of the extent to which stakeholders will behave in accordance with the expectations of stakeholders based on their past performance. The loss of corporate reputation is the direct consequence of crisis management. In the crisis, negative emotions, attitudes and behaviors lead to negative evaluations, and reputation loss is inevitable (Boyd, Bergh & Ketchen, 2010; Dimov, Shepherd & Sutcliffe, 2007). After the crisis, it is necessary to make an objective evaluation of reputation loss, and to judge the actual effect of crisis response measures to repair reputation, and make corresponding strategic adjustments accordingly. The evaluation of reputation repair effect is different from that of reputation itself. The object of evaluation is the change of reputation recovery, and reputation evaluation is to evaluate the actual level of corporate reputation at a specific time point. The evaluation method of reputation restoration effect can be used for reference. At present, there are three main types of reputation measurement methods: media coverage analysis (Martins, 2005; Doh, et al.;   Rhee & Valdez, 2009; Boyd, Bergh & Ketchen, 2010); Third Party Evaluation (Yin, 1981; Turban & Cable, 2003; Rindova, et al., 2005; Pfarter, Pollock & Rindova, 2010); Public (mainly stakeholder) Evaluation (Yin, 1994, 2003). Among them, media report analysis is an important method to measure reputation. After the implementation of crisis response strategy, through the investigation and analysis of the orientation, scope and duration of media coverage, reputation repair effect can be evaluated. Organizations can timely

adjust their response strategies according to the results (Eccles, Newqmst & Schats, 2007).

2.2 Concepts of Crisis Management

2.2.1 Definition of Crisis

Crisis, in Webster Dictionary, defines crisis as "decisive or critical time, stage or event". China's interpretation of the sea is interpreted as "crisis is a state of emergency". In traditional Chinese culture, crisis is a very mysterious word: where there is danger, there are hidden opportunities. It not only embodies the wisdom of dialectical thinking, but also reflects the idea of coexistence of crises and opportunities. Hermann (1969), a representative of the early stage, proposed three scenarios of crisis: (1) threatening the organization's high-priority objectives; (2) limited time to respond; (3) unexpected to policymakers. Later, Selbst (1978) added a stakeholder perspective, which defines a crisis as "any activity or misconduct that seriously affects an organization's operation, achievement of goals, organization's survival, or adverse outcomes perceived by its employees, customers and others". n addition, Simon (1993) argues that it is a narrower term to give only the meaning of negative threats to crises, because crises may be a positive opportunity for organizations or stakeholders. Therefore, Simon (1993) chose to define a crisis from a cognitive point of view as a situation faced by an individual, group or organization that cannot be dealt with by normal procedures at this time, and that its stress is caused by instantaneous changes. Lerbinger (1997) defined the crisis as "a potential threat to the company's future earnings, growth, and even survival." He believes that crisis has three characteristics: (1) managers must be aware of threats, and believe that such threats will hinder the company's development priorities; (2) they must be aware that if they do not take action, the situation will deteriorate and be irreparable; (3) sudden losses. Barton (1998) argued that the crisis was "a major event of uncertainty

with potential negative impacts, which could cause great damage to the organization and its employees, products, services, assets and reputation." Barton extended the impact of the crisis to the reputation of people and organizations. He believes that the management of communication image is necessary. Coombs (1999) & Barton (2001) has a more comprehensive overview: Organizational crisis refers to an unexpected or significant event that has a negative impact on the credibility of the organization, industry and stakeholders. Compared with Hermann & Breeher's definition of crisis from the perspective of crisis scenario, the organizational perspective illustrates the nature of crisis, points out that crisis is a negative event, and gives a clear definition of crisis itself.

In the field of corporation crisis management, many experts and scholars have studied and summarized the theory of corporation crisis, and there are several representative ones as follows:

Alan H. Anderson and David Kleiner (1995) put forward that there are nine kinds of correlators of enterprise crisis: consumers, trade unions, communities where enterprises are located, suppliers, traders, employees, shareholders, governments and competitors. Otto Lerbinger (1997), a professor at Boston University, argued that the crisis is a potential threat to the company's future earnings, growth and even survival. It requires managers to be aware of the threat, and that if they do not act, the threat will worsen or even become irreversible and hinder the development of the company. Michael Bland (1998), an American scholar of crisis management, believes that crisis refers to a serious accident that causes a company's products and reputation to be adversely advertised and puts the company on the brink of danger. Professor Donald A. Fishman (1999) of Boston University claimed that crisis refers to an unpredictable event that threatens the company's important value. The response time of the company is very short and the organization plays a minor role. Ina I. Mitroff (2001), a professor at the University of Southern California in the United States, claimed that a crisis is an event that actually threatens or potentially threatens the entire organization.

2.2.2 Dimensions of Crisis

There are three common ways to classify dimensions of crises abroad:
The first is classified according to the causes of the crisis. Shrivastava. and Mitroff (1987) classified enterprise crisis into two dimensions: first, external crisis (caused by the impact of international or national political, economic, social, legal, scientific and technological, cultural environment) and internal crisis (caused by internal or enterprise itself); second, human causes and non-human factors. For the reason. The classification is as follows:

(1) Internal inhuman crises, such as industrial accidents.

(2) Extrinsic inhuman crises, such as natural disasters, terrorist incidents and financial crises.

(3) Internal man-made crises, such as poisoning of products in factories, problems in quality management, organizational conflicts and idleness.

(4) External man-made crises, such as terrorists and products outside factories being poisoned, counterfeiting and spreading false rumors.

The second is classified according to the speed of crisis development. Booth (1993) divided the crisis into: (1) Creeping Crisis, (2) Periodic Threat, and (3) Sudden Threat.

The third is classified according to the life cycle of crisis. Gonzalez- Harrero and Ratt (1995) classified the crisis as fad, scalable and cyclical.

2.2.3 Crisis Management Strategy – (Crisis Management):

Crisis response strategy or called Crisis management strategy means to protect organizations by seeking ways to reduce reputation damage (Anen & Caillouet, 1994). Crisis response strategy shaped the public's perception of crisis events and the organization's responsibility for them (Russ, 1991). Therefore, what kind of crisis response strategy should be adopted as the organization's external response and communication becomes a very important "symbol resource" for crisis managers.

(Symbolic Resource) " (Coombs, 1995). Some scholars call this symbolic resource "Crisis Response Strategies" or "Crisis Communication Strategies" (Coombs, 1995; Coombs, 1999), while others called it "Image Restoration Strategies" (Benoit, 1997). This article is called crisis management strategy for the convenience and uniformity of research. The crisis management strategy is composed of two parts, oral and non-verbal (Benoit, 1995). Crisis management strategy is to disseminate appropriate symbolic resources in dealing with crisis events after the crisis occurs, to show the willingness of the organization to assume responsibility, and to obtain public recognition, so as to protect the reputation of the organization. Coombs (2000) said that symbolic approach is a method to protect corporate image by using concepts such as Rhetoric, Impression Management and Account-giving in crisis communication. It emphasizes how to use communication as a symbolic resource to protect organizational image. One assumption of the symbol approach is that crises threaten the image of organizations. One of the objectives of crisis management is to protect and repair the damaged organizational image in the crisis (Benoit, 1995). The origin of the symbol method is the "Apologia" of rhetoric. Justification is useful in developing the initial crisis response strategy (Hearit, 1994; Ice, 1991). Scholars use continuous taxonomy to divide crisis management into a continuum from Accommodative to Defensive. The friendly strategy assumes responsibility, takes corrective action, or both; the defensive strategy claims that there is no problem, or refuses to take responsibility. Siomkos & Shrivastava (1993) put forward a similar list from Denial to Corrective Action, which also uses the size of responsibility as a criterion for crisis management. The emergence of literature in the Accounts direction, another research direction of symbolic methods, has broken through the CRS provided by justification. The reason law originates from the individual level. When a person's behavior is questioned by the outside world and affects his personal image, he will give the reason that the audience will accept. This is the reason law (Accounts). As with the defense, Accounts invokes the basic image threat response model to

protect the image (Benoit, 1995). Benoit (1995, 1997) integrated the justification and rationale to form 14 image restoration strategies for crisis management. Impression management theory pointed out that communication is used strategically to influence the public image of individuals or organizations. Crisis threatens the image of organizations and the legitimacy of the public. Impression management strategies are used to rebuild the legitimacy of the public and restore the image. It can be clearly seen that the common point of the discussion of different crisis management strategies is that the terminals are all based on the willingness to take responsibility/correct actions and refuse to acknowledge crises. Coombs (2000) optimizes the list of crisis management on the basis of his own research in 1995 and the research results of Allen & Caillouet (1994). The strategies in these lists are discussed in two or more than two references. By assimilating the views of schools such as impression management, the list expands the scope of crisis management beyond the initial strategy provided by the theory of justification.

2.3 Concepts of Corporate Reputation

2.3.1 Definition of Corporate Reputation

Since the 21st century, the issue of corporate reputation has become one of the focus of attention. Scholars at home and abroad have different opinions on the definition of corporate reputation. The concept of corporate reputation proposed by Professor Fombrun & Rindova (1996) of Stern School of Business, New York University, have been recognized by many scholars. They claimed that corporate reputation is a composite representation of all past actions and results of an enterprise. These actions and results describe the ability of an enterprise to provide valuable outputs to various stakeholders. Manfred et al. (2004) [8] Cognitive and emotional dimensions explain corporate reputation. When interpreting corporate reputation, both the subjective understanding of corporate characteristics (cognitive component) and the objective identification (emotional component) of stakeholders are considered.

Kroeber Riel. et.al (2003) claimed that corporate reputation is mainly based on attitudes, and is the people's perception of corporate subjective feelings and emotions.

Corporate reputation is defined as the collective, stakeholder group-specific assessment regarding an organization's capability to create value based on its characteristics and qualities (Mishina, et al., 2012, p. 460). Corporate reputation is an emotional capital that reflects the various stakeholders' perceptions about organization's past and future actions and inimitable, intangible assets (Fombrun & Van Riel, 2004; Walsh, et al., 2009).

2.3.2 Dimensions of Corporate Reputation/Reputation Quotient (RQ)

Reputation was considered to be an immeasurable thing, but more effort has been placed into the measurement of reputation and at the same time more models of reputation measurement have been used. Several scholars have used criteria to measure corporate reputation. These measurements are discussed below; some scholars support that there is no right set of criteria because different evaluators use different concepts.

Looking back at the development of RQ in recent years, in 1999, some researchers developed reputation quotient (RQ), sometimes referred to as the Harris-Fombrun reputation quotient (Davies et al., 2003). When developing RQ, the starting point is the 27 attributes (i.e. the items surveyed) extracted from the most commonly used tools for measuring corporate reputation (including the wealth MAC) and other factors raised by the academic literature of the reputation and project provided by the business. Marketing company, Harris Interactive   created the 32 attributes make up the first prototype model, which was tested and improved through preliminary trials by the US Air Force and subsequent series of focus group interviews. The second prototype was tested in the PC hardware industry. After the third validation model study, 8545 respondents were asked to present the final version of RQ. The survey results showed that people based on one of the 20 attributes to prove their feelings about the company is reasonable, and these attributes are divided into six dimensions

(Fombrun et al., 2000), as shown in Table 1-1. Fombrun et al. (2000) argued that reputation is a structure that combines two factors—emotional appeal and rational appeal—the latter represents a net assessment of five dimensions, except for emotional appeals. These 20 attributes are items used to measure the reputation of the Harris-Fombrun reputation quotient. These projects are easy to apply to perceived problems as a company. It has also become an important basis for many companies to measure their reputation in the future.

The Rotterdam Organizational Identification Test (ROIT) is one of the measurements of corporate reputation and consists of six elements such as perceived prestige, job satisfaction, goals and values, culture, organizational identification, and employee communication (Davies, Chun, Silvia, & Roper, 2003). The most commonly used measure of corporate reputation, however, is the one popularized by Fortune in its annual survey of America's Most Admired Companies. These attributes are quality of management, ability to attract and develop talented people, responsiveness to the community and environment, innovativeness, soundness of financial position, quality of product and service, wise use of corporate assets, and global competitiveness and value as a long-term investment (Caruana, 1997). Corporate Personality Scale is used to measure both internal and external perspectives of reputation. An organization is perceived as a person and is evaluated with their characteristics. So corporate character in terms of human characteristics is commonly associated with an organization (Davies, Chun, Silvia, & Roper, 2004). Factors of the measurements are agreeableness (emphasis on trust and social responsibility), enterprise (human personality dimension of extraversion), competence (corporate and individual brand), chic (emphasis on prestige), ruthlessness (staff and customer satisfaction), and machismo and informality (emphasis on brand) (Davies, et al., 2003).

One of the most comprehensive measuring methods of corporate reputation is Reputation Quotient (RQ) that was created by Harris Interactive (Fombrun & Foss,

2001). The Reputation Quotient is the most well-known measurement for corporate reputation from the viewpoint of the corporate social role perspective, overcoming many disadvantages of existing reputation measurements focusing on corporate role (Shamma & Hassan, 2009). This reputation model has six drivers of corporate reputation. These are emotional appeal, products and services, vision and leadership, workplace environment, financial performance, and social responsibility. RQ is a valid, reliable, and robust measure of corporate reputation. The RQ presents corporate reputation with a ranking comparison with other companies and shows their uniqueness and differences with an emphasis placed on the (expected corporate role) attributes (Bronn & Bronn, 2005). The RQ was developed based on the combination of commercial surveys and academic literature, its authors claiming it to be a valid, reliable measure of corporate reputation (Fombrun, et al., 2000b) that meets the requirements of validity. Regarding reliability, Fombrun, et al. (2000b) claimed that Cronbach's alpha for the RQ exceeds 0.84, which shows that the items of RQ can be used as a reliable corporate reputation measurement. The RQ consists of both emotional appeal and rational appeal measures but with a focus on the latter. It assesses corporate reputation on six factors: emotional appeal, product and services, vision and leadership, work place environment, social and environmental responsibility, and financial performance. In particular, rational appeal consists of five dimensions, these being: product and services, vision and leadership, work place environment, social and environmental responsibility, and financial performance.

This study will use this RQ scale to be a part of instrument. According the purposes of this thesis and, considering the weakness of the emotional appeal part of the scale, it can be said that the RQ is a reputation scale focusing mainly on corporate role. This RQ scale is tested and demonstrated empirical validity and reliability in the 30 best-regarded companies in the Unite State. However, they suggested that further study is needed to validate the RQ measure of corporate reputation cross-culturally. Research on the empirical correlates of the RQ will also help to establish the measure

and to strengthen its underpinnings (Fombrun, 2001). This article will be used in this reputation measurement method to verify Alibaba's reputation recovery case.

Emotional Appeal	Workplace Environment
-good feeling about the company	-is well managed
-admire and respect the company	-looks like a good company to work for
-trust the company	-looks like it has good employees
Products and Services	**Financial Performance**
-stands behind products/services	-record of profitability
-offers high quality products/services	-looks like a low risk investment
-develops innovative products/services	-strong prospects for future growth
-offers products/services that are good value	-tends to outperform its competitors
Vision and Leadership	**Social Responsibility**
-has excellent leadership	-supports good causes
-has a clear vision for the future	-environmentally responsible
-recognizes/takes advantage of market opportunities	-treats people well

Figure 2:*The Harris-Fombrun Reputation Quotient,* Fombrun et al. (2000)

2.3.3 Distinction between Corporate Reputation and other Related Concepts

Corporate Reputation and Corporate Image

Corporate image is the description of enterprises in consumers' minds and a reflection of corporate identity and brand. It is the opinion of each stakeholder group to the enterprise. Due to the large number of stakeholders (customers, investors, employees, etc.), an enterprise can have different images, and corporate reputation is the degree to which consumers trust (or distrust) the ability of the enterprise to satisfy consumers' expectations on a specific attribute. They are the result of a collective process that involves the formation of consumer perceptions of the diversity of an enterprise. Corporate reputation is sometimes regarded as synonymous with corporate image (Dowling, 1993). They all represent the views of stakeholders in the eyes of stakeholders. Corporate image is the description of the enterprise in the hearts of its audiences - when he sees or hears the name of the enterprise or sees the logo of the enterprise. Gray & Balmer (2002) claimed that in general, a prominent corporate image can be built faster and easier than a high reputation. For consumers, corporate reputation is partly influenced by their image of an enterprise.

(1) Corporate Brand

Corporate brand is a brand that spans the whole enterprise (there can be distinct product brands under the company brand). Corporate brand   usually reinforces the information that the company expects to deliver in terms of product, service and customer experience. Brands can lead consumption. The main problem is who do you say you are and who do you want to be? When it comes to corporate reputation, brand equity refers to "brand equity", which is defined as "assets and liabilities associated with a brand, whose name and symbols derive from the value provided by a product or service" (Aaker, 1999). Generally speaking, brand equity shows products to consumers. In addition to products, brand associations are at the center of the theoretical development of brand equity as a memory-based concept. Brand associations refer to all the information about a brand's memory.

(2) Corporate Reputation and Corporate trademarks

Trademark is the business card of an enterprise. It is a symbol of the comprehensive ability of tangible assets and intangible assets owned by the enterprise. A company with substantial capital and large amount of intangible assets will have a larger value of its trademark. However, the reputation of a company with great value is not necessarily high. For example, some tobacco companies have high brand value, but their reputation value is not necessarily high. Moreover, advertising can improve the value of corporate trademarks, but it cannot improve the value of corporate reputation, because corporate reputation is built up in its interaction with other actors, rather than through commercial speculation and media publicity. Thomas Mosser, president of Burson-Marsteller, the world's largest public relations company, believes that every enterprise has two kinds of assets, and it is these two assets that enable it to survive and develop. The first is BRAND (brand), the second is brand (trademark). The capitalized "BRAND" describes the image and reputation of the enterprise, which includes financial assets, financial performance, employees and other factors. The lowercase "brand" describes the factors of product or service provided by an

enterprise. The relationship between the two assets is complementary and common progress (Harris, 1998).
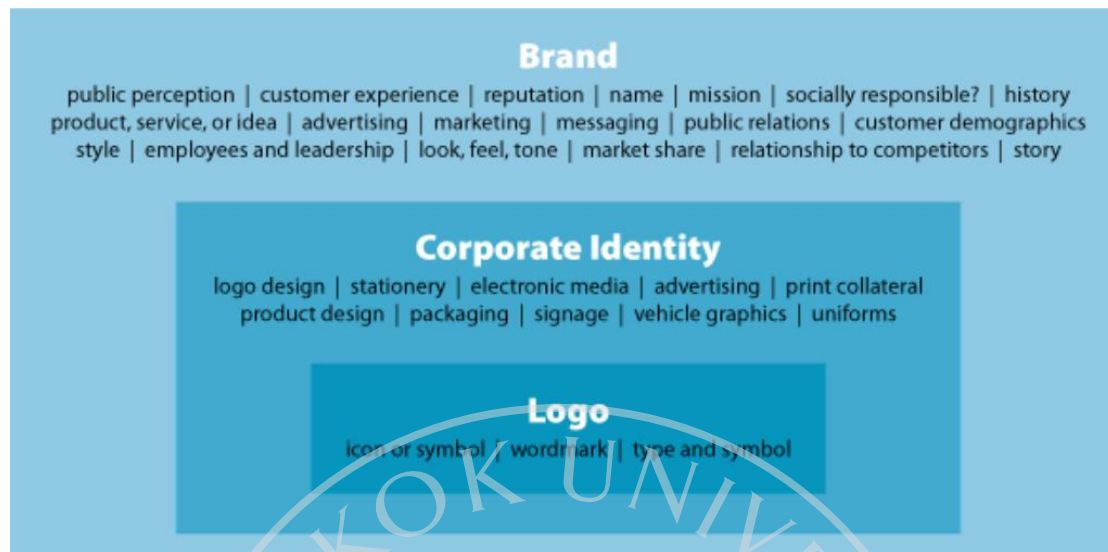
Figure 3: Corporate Reputation and related concepts

2.4. New Social Media Communication Environment ：E-commerce direction

It can be seen from the above literature that there are few researches on corporate reputation in the network environment. According to foreign literature reading, the direct research on the reputation of online enterprises mainly includes: Rindova & Kotha (1999) studied the strategic behavioral choices of the dynamic construction of online reputation through the analysis of the behavior of e-commerce leaders, Amazon and its competitors. Rindova & Kotha (1999) proposed a strategic behavioral framework for reputation development, which mainly consists of three behavioral foundations: image, competition and emotion. Through these strategic behaviors, through the comparison of the three target companies of the study, it is found that Amazon has created a balanced image communication, redefines the industry paradigm, forms a good relationship with relevant groups and the public, and actively participates to enhance its reputation and easy links. Rindova & Kotha (1999) argued that in a networked environment, it is not possible to simply apply traditional industry methods and not to use existing reputation management research. First, the majority of existing literature focuses on the relationship between reputation and

social or financial performance (Brown & Perry ,1994). Instead, reputation building should be used as a series of strategic actions by competitive companies. Second, past researchers have conducted research on the reputation building of Fortune 500 companies (Fombrun & Shanley, 1990; Wartick, 1992). They studied the strategic behavior of online companies known as the new real wealth creators (Hamel & Sampler, 1998). Although online dynamic reputation building methods may be applied to traditional industries, especially those seeking to integrate the network into existing operations are not concerned with how traditional industries take advantage of existing reputation. Finally, existing research relies heavily on Fortune Magazine's most respected corporate rankings or impressions of well-known companies (Rindova & Kotha , 1999).

According to the discussion of reputation theory, the measurement of reputation stock can be defined as: (1) remarkable characteristics endowed by observers (Duaon & Dukerich, 1991: Fombrun & Shanley, 1990); (2) degree of respect among the public (Fombrun, 1996). And the measurement of enterprise's excellence can be mainly measured by the exposure in the media, such as the frequency in the distribution of newspapers and periodicals. The degree of respect of an enterprise is measured by the tone of media coverage of the enterprise, such as the number of positive, negative and neutral times. In order to study the reasons why Amazon is more successful than other competitors in terms of reputation accumulation, the author compares the behavior of the three. These behaviors mainly consist of three categories: image, competition and affection. Image behavior is defined as an enterprise's dissemination of its identity and broadening the meaning of its products and services itself. It mainly includes the name of the enterprise, the historical dissemination of the establishment of the enterprise, website design, advertising activities and other promotional activities. Competitive behavior refers to the participation of enterprises in market behavior for the formation of potential economic and competitive results. These behaviors include transmitting signals and

redefining the industry paradigm. Emotional behavior refers to the activities that enterprises carry out in order to communicate with stakeholders, including personalized services, building virtual communities, participating in network links and so on. Some scholars study the reputation of online enterprises from the perspective of trust. Koufaris & William (2004) defined perceived reputation as the degree of trust people pay attention to the integrity of enterprises and customers, which is the same definition as in the non-network environment. This definition is consistent with the notion that trust is determined by the enterprise's benevolence to customers, the integrity of its business operations and the ability to deliver on its commitments (Mayer, Davis & Schoorman, 1995). In the network environment, appropriate reputation evaluation has been established, such as the reputation evaluation system used by EBAY and other auctions. Feedback information can affect customers'trust and behavior, as well as sellers' behavior when they expect more transactions in the future and fear retaliation from unsatisfactory customers (Resnick, Zeekhauser & Friedman et al, 2000; Pavlou, 2002).

According to McKnight & Chervany (1998), reputation is that people give them some characteristics based on the information of a particular individual. They believe that reputation is an important factor in the establishment of trust by online sellers, especially the cultivation of customer initial trust. Because the customer does not have experience with the business, the customer is very concerned about the reputation of the business. Positive experience from others can reduce customer perception of risk in online transactions. Reputation also helps customers to form a perception of the company's integrity, love and integrity, and can also make customers dependent on the company. Like Amazon. Corn's reputation has increased its sales (Barnes & Vidgen, 2000). Jarvenpaa & Tractinsky f1999) found in a study that the reputation of e-commerce companies has a positive impact on the trust of online businesses. In the construction of customer trust model, the author finds the quality and reputation of the website, which is a powerful means to build customer

trust, which is beneficial to overcome the negative perception that people often have due to the security of the network environment. In terms of the composition of reputation, the author uses a measure of respect and popularity.

Kotha et al (2001) studied three methods of reputation construction, namely, the relationship between market investment, reputation lending, media exposure and corporate performance, and demonstrated through the investigation of the top 50 pure network enterprises. The research found that the reputation of online enterprises is different from the construction of traditional corporate reputation, and has no reputation for time accumulation. It can directly transfer corporate reputation from investors and industry reputation. Based on the research results, the author suggests that network companies should make strategic choices for reputation building, because reputation has a strong role in network enterprise performance.

2.5 Assumption of the Image Repair Theory

Benoit's theory of image repair theory (1995, 1997) is the most widely used theoretical achievement for restoring corporate reputation after crisis. It provides a good guidance for the successful communication based image restoration method after the crisis. In image repair theory, the organization determines what is threatening its reputation or image, and also determines which public must be dealt with and persuaded to maintain and restore a positive image (Fearn-Banks, 2010). Specifically, when images are threatened, organizations are forced to respond because they are in crisis. They tried to restore consumer confidence and minimize negative publicity to restore economic stability. The theory of image restoration "can be understood from the assumptions of images, the components of attacks on images and image restoration strategies" (Wen & Benoit, 2012). Based on Ware's and Linkugel's apology theories and Scott's and Lyman's "account" self-defense methods, Benoit (1995) developed a comprehensive typology of image restoration strategies. The

theory of image repair includes five basic strategies: denial, evasion of responsibility, reduction of offence, correction and punishment.

Benoit's (1995) image repair theory has two main assumptions. First of all, he believes that communication is a goal oriented activity. This means that mankind communicates with the agenda. When human beings communicate, they need some goals or results. His second hypothesis is that a very important communication goal is to maintain or maintain his image or reputation after being accused or suspected of making a mistake. This process of image management is also known as "face work". The five strategy constitutes rhetoric or image restoration discourse. Each strategy has a set of strategies, as shown in Table 1.

Table   1: Benoit's Image Repair Strategies

Strategy	Key Characteristics
● Denial	
Simple denial	Organization did not perform act
Shift the blame	Act performed by other
● Evasion of Responsibility	
Provocation	Responded to act of another
Defeasibility	Lack of information or ability
Accident	Act was a mishap
Good intentions	Meant well in act
● Reducing Offensiveness of Event	
Bolstering	Stress good traits
Minimization	Act not serious
Differentiation	Act less offensive
Transcendence	More important consideration
Attack accuse	Reduce credibility of accuser
Compensation	Reimburse victim
● Corrective Action	Plan to solve or prevent problem
● Mortification	Apologize for act

Source: Adapted from "Image repair discourse and crisis communication," By W.L. Benoit,1997, *Public Relations Review,23*,p.197.

2.5.2. Assumption of Social Exchange Theory

Social Exchange Theory (SET) is "based on the notion that people think about their relationships in economic terms" (West & Turner, 2007). It is also considered as the most influential conceptual to understand individual's workplace behavior (Cropanzano & Mitchell, 2005). Social exchange theory is proposed by Homans in 1958 and Blau in 1964 to study actions of individuals after material transaction or economic exchange (Kim, 2014). Kim (2014) considered that customers as one of individuals in the exchange process who are likely reward to their service provider. Usually, social exchange theory argued people to evaluate their relationship based on costs and rewards (West & Turner, 2010). However, Kim said the profit between costs and rewards that has different significance. West and Turner (2007) defined that costs are the elements of relational life with negative value and rewards are the elements of relational life with positive value. Although costs and rewards can be considered as tangible or intangible (Blau, 1964), people can calculate the worth of a particular relationship through formula: worth = rewards – costs (West & Turner, 2010). At the same time, Kim also concluded that satisfaction occurs when worth are greater than individuals' worth expectation. On the contrary, dissatisfactions occurs when worth are less than individuals' worth expectation.

Levine, Sang-Yeon and Ferrara (2010) said that people tend to seek and keep relationship due to it can generate profitable in the rewards more than that in the costs. Therefore, social exchange theory is developed assumption about human nature and the nature of relationship. For human nature, the assumption follows that human seek reward and avoid punishment, human are rational beings and the standards that

human use to evaluate costs and rewards vary over time and from person to person. For the nature of relationship, it respectively follows that relationships are independent and relational life is a process (West & Turner, 2010). Thus, people are satisfied with their relationship when the rewards exceed the costs and more investments are put into this relationship to achieve future worth (Levine, Sang-Yeon and Ferrara, 2010). In addition, in society exchange theory relationship plays an important role on explaining the fundamental notion of exchange. Cropanzano and Mitchell,(2005) said that there are two different concepts on relationships. One is that relationship might be considered as the series of interdependent exchange that also can be defined transaction; another is that it also might be regarded as the interpersonal attachments, which is form interdependent exchanges. Later, Cropanzano and Mitchell provided four cells illustrated to describe two parts that exchange different ways in Figure 4.

Figure 4: Transactions and Relationships in Social Exchanges:

		Type of Transaction	
		Social Exchange	Economic Exchange
Type of Relationship	Social Exchange	Cell 1:Match social Transaction in a social Relationship	Cell 2:Mismatch Economic Transaction in a social Relationship
	Economic Exchange	Cell 3:Mismatch Social Transaction in an Economic Relationship	Cell 4:Match Economic Transaction in an Economic Relationship

Source: Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An

interdisciplinary review. *Journal of management*,*31*(6), 874-900.

It is can be seen that social exchange relationships occur with various exchangeable objects in terms of different counterparts(Kim,2014). Under the exchange models of

relationships, current relationships are usually evaluated by individual through comparing the perceived interest of relationships with the perceived costs.(Osbornm 2012). Therefore, Osborn confirmed that relationship satisfaction is occurring with when the perceived worth of relationships are greater than expectations for the relationships.

Consequently, this study attempts to explore the relationship between users' perceived reputation for corporate services, corporate satisfaction, and purchasing behavior after crisis management. In particular, corporate reputation and purchase behavior are the results and purposes of the study, and the influencing factors are investigated by investigating variables. According to the theory of social exchange, there is a certain relationship between the maintenance of corporate reputation and the reputation, satisfaction and purchasing behavior of customer perception. Customers who are an important stakeholder will be aware of the value and cost of this relationship and then they will respond to their satisfaction and attitude on purchase behavior.

2.6 Hypotheses

H1: Chinese customers' attitude toward Alibaba's crisis management strategies   i.e. Image Repair Theory   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) significantly influence their perceived corporate reputation toward Alibaba.

> H1.1: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of products and services.
>
> H1.2: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of workplace environment.
>
> H1.3: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of social and environmental responsibility.

H1.4: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of financial performance

H1.5: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of market performance.

H1.6: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of vision and leadership.

H2: Chinese customers' perceived reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) significantly influence to consumer purchase intentions.

H3: Chinese customers' attitude toward Alibaba's crisis management strategies i.e. Image Repair Theory (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) influence their customers' intention to purchase Alibaba products.

2.7 Theoretical Framework

| IV | | DV |

Image Repair Theory

New media
Environment

Corporation Reputation
- Products &services
- Workplace environment
- Social and environmental responsibility
- Financial Performance
- Marketing Performance
- Vision and leadership

H1

Crisis Management strategies
- Denial
- Evading Responsibilities
- Reducing offensiveness
- Corrective Action
- Mortification

H2

H3

Customers' intention to Purchase Alibaba products
--High purchase intention
--Medium purchase intention
--Low purchase intention

Figure 5 : Theoretical Framework

CHAPTER 3

METHODOLOGY

This chapter summarized the research methodology and the sampling method to examine the relationships among crisis management strategies, corporate reputation and Chinese consumers' purchase intention of Alibaba products. This chapter is composed of the following sections:

3.1   Research Design

3.2 Population and Sample Selection

3.3 Research Instrument

3.4 Instrument Pretest

3.5 Data Collection Procedure

3.6 Data Analysis and Interpretation

3.7 Demographic data of the samples

3.1 Research Design

This research examines the influence of Chinese customers' attitude toward crisis management strategies on their perceived corporate reputation and purchase intention behavior as suggested by the Image Repair theory. Three scales were used in this study.

The first part examines the   crisis communication strategies used by Alibaba Group after the outbreak of the crisis events in 2017-2018，such as big issue in CCTV 3.15 for selling fake goods and problems products . etc., as suggested by the assumption of

the theory of Image Repair. The second part examines the corporate reputation as perceived by Chinese customers. The questionnaire was taken from Fombrun' Reputation Quotient (RQ) (2006b) which combined Manfred two-dimensional scale and Fulbright Reputation Quotient (RQ) scale together.   Groenland, et al. (2002) asserted in Michelotti (2008) that the RQ scale was a very popular reputation survey used by Fortune's reputation survey, reputation rankings, and proprietary image research.

The third part examines Chinese consumer's purchasing decision, which was adapted from Guido Berens, Cees BM Van Rile & Gerrit H. Van Bruggen (2005). The adapted instruments were closed-ended and the statements were analyzed based on five-point Likert scale. Part 1-Part 3 used 5-likert scale, arranging from 1 strongly disagree to 5 strongly agree.

3.2 Population and Sample Selection

The population of this research is the Chinese consumers using e-commerce to purchase Alibaba or other online shopping platforms. The questionnaires were distributed through online social media platform and collected by off-line questionnaire at the same time. The purpose of this research is to investigate whether the perception of corporate reputation will affect their choice of shopping platforms, and whether Alibaba's crisis responses to crisis events were unanimously recognized and trusted by consumers.

In this research, 200 samples were collected for investigation, excluding 50 pretest samples. Before respondents filled out the questionnaire, the researcher will inform about the objectives of the study.

3.3 Research Instrument

The questionnaire consists of 4 sections including: Personal demographic data of sample, opinion of customers toward the crisis management strategies as suggested

by Image Repair Theory, corporate reputation, and the customer purchasing intention are used as a research instrument.

Section 1: Personal demographic data

The first section contained demographic information and responders are asked to provide their personal details about sex, age, occupation, education background, and monthly income. There are 4 nominal scales and 3 ordinal scales .The demographic items are founded in section 1 of Appendix A.

Section 2: Opinion of Chinese customers toward crisis management strategies

This part of questionnaire asked about your perception of Alibaba's crisis management . To measure Alibaba's crisis management strategy, the researcher has used Benoit's(1997) Image Repair Theory (IRT) which posited that maintaining or rebuilding a company's reputation after a crisis is the primary goal of communications. In his view, there is a reputational threats in the crisis communications arena if 1) there has been a crisis event and 2) the stakeholders hold the organization responsible. And, the strategies   were measured by 5 facts and 14 items. He proposed a series of formalized corporate response strategies that could be used to protect or rebuild a reputation post crisis. They are as follows (p. 177):

Table 3.1: Benoit's Image Repair Strategies

Strategy	Key Characteristic
● Denial	
Simple denial	Organization did not perform act
Shift the blame	Act performed by other
● Evasion of Responsibility	
Provocation	Responded to act of another
Defeasibility	Lack of information or ability
Accident	Act was a mishap
Good intentions	Meant well in act
● Reducing Offensiveness of Event	

	Bolstering	Stress good traits
	Minimization	Act not serious
	Differentiation	Act less offensive
	Transcendence	More important consideration
	Attack accuse	Reduce credibility of accuser
	Compensation	Reimburse victim
•	Corrective Action	Plan to solve or prevent problem
•	Mortification	Apologize for act

Source: Adapted from "Image repair discourse and crisis communication," By W.L. Benoit,1997, *Public Relations Review,23*,p.197.

Five-likert scale was used to examine Crisis Management Responds,, ranging from (1) strongly disagree, (2) disagree, (3) neither agree   nor disagree, (4) agree , (5) strongly agree, respectively.
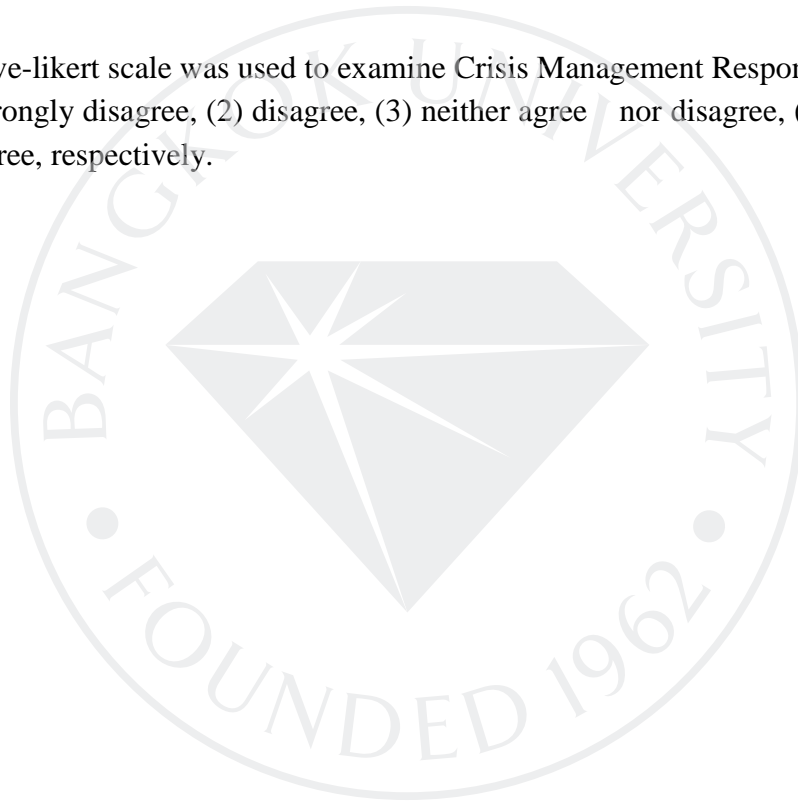
Section 3: Corporate reputation as perceived by Chinese customers

This section of questionnaire consisted of questions designed to measure crisis management (IRT) to the corporate reputation towards customers purchase intention. Corporate reputation was measured with a 6-factor and 20-item version of the Reputation Quotient Scale (RQ) constructed by Fombrun, et al (2000b) which is a reputation scale focusing mainly on corporate role. The instrument utilized a five-point Likert-type response format ranging from strongly disagree (1) to strongly agree (5). The RQ was developed based on the combination of commercial surveys and academic literature, its authors claiming it to be a valid, reliable measure of corporate reputation (Fombrun et al 2000b) that meets the requirements of validity. Regarding reliability, Fombrun, et al. (2000b) claimed that Cronbach's alpha for the RQ exceeds 0.84, which shows that the items of RQ can be used as a reliable corporate reputation measurement.

Table 3.2: The Reliability of Manfred's two dimension and Reputation Quotient

	Factors	**Cronbach's alpha**
Manfred's two dimensions	Personal cognitive	0.89
	Personal affective	0.90
Reputation Quotient	Product and service	0.88
	Vision and leadership	0.89
	Workplace environment	0.87
	Social and environmental responsibility	0.89
	Financial performance	0.89
	Market performance	0.90

Source: Liu Liang. (2005). The composition of corporate reputation and the research of driving factors measurement. *Journal of Marketing, 129*, 1-141.

Section 4: Purchasing Intention: Intention to Purchase Alibaba products.

The fourth section of questionnaire consisted of questions designed to measure the behavioral intention base on Berens, Van Rile and Van Bruggen's research in 2005. The instrument utilized a five-point Likert-type response format ranging from very unwilling (1) to very willing (5).

Table 3.3 : The scale of consumers' purchase intention.

Guido, Cees, & Gerrit (2005)	1. If you were planning to buy a product of this type, would you choose this product? 2. Would you purchase this product? 3. If a friend were looking for a product of this type, would you advise him or her to purchase this product?	Very unwilling -----Very willing

3.3.2. Interpretation of the scale

Table 3.4: Criteria for degree of satisfaction dimension

Opinion toward the statement	Score	Criteria	Meaning
Strongly Disagree the statement	1	1.00-1.50	Strongly disagree
Disagree with the statement	2	1.51-2.50	Disagree
Neither agree nor disagree	3	2.51-3.50	Neutral
Agree with the statement	4	3.51-4.50	Agreeable
Strongly Agree the statement	5	4.51-5.00	Strongly Agreeable

3.4   Instrument pretest

Due to most of Alibaba's users are Chinese consumers, and are young people who like online purchasing and are willing to try online payment experience. So the questionnaires will be translated into Chinese first, and then the back translation will be carried out to examine the external validity. We-chat, as a social media platform

with the majority of Chinese young-G users, distributed 50 pre-test questionnaires to 50 users on the wechat platform, and tested the questionnaires to ensure the reliability of the questionnaires. When it is used for research, the instruments and questions are clear, understandable and answerable to the respondents. Researchers not only adjusted unclear words, but also changed the 7-point likert scale to the 5-point likert scale. The researchers used Cronbach's alpha coefficient to assess the reliability of the instrument provided, as follows:

Table 3.5: The Reliability of Instrument

The Reliability of Instrument				
Variable	Sample 50 respondents Cronbach's Alpha	Number of items	Sample 200 respondents Cronbach's Alpha	Number of items
IV: Customer Attitude of Alibaba Crisis Management Strategies	0.898	14	0.873	14
Denial	0.852	2	0.776	2
Evading Responsibility	0.886	4	0.883	4
Reducing Offensiveness	0.910	6	0.877	6
Correction Action	0.790	1	0.771	1
Mortification	0.790	1	0.771	1

After assessing the Cronbach alpha results, we found that it is acceptable and this instrument is reliability, due to Cronbach's Alpha (the level of reliability) is higher than 0.7 level set of the reliability test which is considered to be acceptable (Liu, 2005).

Table 3.6 showed that the corrected item-total correlation does affect the reliability of the overall questionnaire, and the reliability of the questionnaire after the deletion is greatly improved.

The Reliability of Instrument				
Variable	Sample 50 respondents Cronbach's Alpha	Number of items	Sample 200 respondents Cronbach's Alpha	Number of items
Customer Attitude of Alibaba Crisis Management Strategies	0.898	14	0.873	14

Table 3.6: Comparison of Cronbach Alpha

The overall of Corporate Reputation	0.951	18	0.972	18
Product and Service	0.851	3	0.921	3
Workplace Environment	0.861	3	0.923	3
Social and Environmental Responsibility	0.767	3	0.849	3
Financial Performance	0.799	3	0.905	3
Market Performance	0.821	3	0.889	3
Vision and Leadership	0.861	3	0.892	3
DV2:Consumers' Purchase Intention	0.942	3	0.753	3

3. 5 Data Collection Procedure

       The following procedures described the process of the data collection as follows:

    3.5.1 The original questionnaires for this study is English. To study Alibaba's perception of Chinese consumers and corporate reputation, researchers translated the questionnaires into Chinese. Subsequently, the two versions are presented simultaneously between different responders. Of course, in order to reduce

misunderstandings caused by translation problems, the two versions of the original edition have been checked and corrected continuously before implementation.

3.5.2 Because this study focused on Chinese users of e-commerce shopping, we collect samples online from Chinese students at Bangkok University and Wechat through online questionnaires. Firstly, the questionnaires were distributed to 50 samples for predictive test. After predicting 50 online shoppers, there was no difference between Chinese and English opinions. The reliability and feasibility of the questionnaires have been verified.

3.5.3 Then the questionnaires were collected online in the form of questionnaire stars of Wechat and sent to some Alibaba employees through HR channel for filling in. The data collection process took about one week to collect the results of the questionnaires online. The Excel table composed of demographic data and core research data was analyzed by statistical software SPSS. The results of data analysis have been illustrated in the following sections.

3.6   Data Analysis and Interpretation

The 200 completed questionnaires were coded and processed to obtain the total scores of each measuring instrument and its sub-scales. Social Science Program (SPSS) was used to analysis the data. Descriptive statistics were used to describe demographic characteristics of the subjects. The level of significance at 0.05 was applied to determine the acceptance or rejection of each hypothesis. In addition, the following inferential statistics were used to explain the results of hypothesis:

Hypothesis 1:   Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) significantly influence their perceived corporate reputation toward Alibaba.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Chinese customers' perceived corporate reputation toward Alibaba.

Statistical Analysis: Multiple Regression Analysis

H1.1: Chinese customers' attitude toward Alibaba's crisis communication strategies influences its corporate reputation in terms of products and services.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of products and services.

Statistical Analysis: Multiple Regression Analysis

H1.2: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of workplace environment.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of workplace environment.

Statistical Analysis: : Multiple Regression Analysis

H1.3: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of social and environmental responsibility.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of social and environmental responsibility.

Statistical Analysis: Multiple Regression Analysis

H1.4: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of financial performance.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of financial performance..

Statistical Analysis: Multiple Regression Analysis

H1.5: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of market performance.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of market performance.

Statistical Analysis: Multiple Regression Analysis

H1.6: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of vision and leadership.

Independent variable: Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: Alibaba's corporate reputation in terms of vision and leadership.

Statistical Analysis: Multiple Regression Analysis

Hypothesis 2: Chinese customers' perceived reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) significantly influence to consumer purchase intentions.

Independent variable: Chinese customers' perceived reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership)

Dependent variable: consumer purchase intentions to Alibaba.

Statistical Analysis: Multiple Regression Analysis

Hypothesis 3: Chinese customers' attitude toward Alibaba's crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) influence their customers' intention to purchase Alibaba products.

Independent variable: Alibaba's crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification). (Five Likert Scale)

Dependent variable: customers' intention to purchase Alibaba products.

Statistical Analysis: Multiple Regression Analysis

3.7 Demographic Data of the Samples

This part focused on demographic information of the 200 customers responding to the questionnaire. The demographic information was composed of Alibaba users gender, age, education level, occupation, monthly income, and their purchasing behavior online. The descriptive analysis of the frequency and percentage of the samples is summarized in the following tables.

As shown in Table 3.7, the descriptive results showed that majority of the sample were female (57%, n = 114), and male (43%, n = 86), respectively.

Table 3.7: Gender of the samples

Gender:	Frequency	Percent%
Male	86	43
Female	114	57
Total	200	100

As shown in Table 3.8, the descriptive results found that most of the sample were between the age ranges of 25-39 years old (40%, n = 80), followed by age between

30-34 years old (18%, n = 36), and 20-24 years old (17%, n = 34), 35-39 years old (13%, n = 26), respectively. The minority sample were 40 years old or more 8%, n = 16), and 15-19 years old (4%, n = 8), respectively. The findings showed that the majority Alibaba customers of the samples aged between 25-29 years old.

Table 3.8: Age of the samples

Age	Frequency	Percent%
15-19 years old	8	4
20-24 years old	34	17
25-29 years old	80	40
30-34 years old	36	18
35-39 years old	26	13
40 years old or more	16	8
Total	200	100

As shown in Table 3.9, the descriptive results indicated that majority were

married (40%, n = 80), followed by those who were involved in a relationship

(29%, n = 58) , those who single (24.5%, n = 49), and divorced (5.5%, n= 11),

respectively.

Table 3.9: Marriage status of the sample

Marriage Status	Frequency	Percent%
Single	49	24. 5
Involved in a relationship	58	29
Married	80	40
Divorced	11	5. 5
Others	2	1
Total	200	100

As shown in Table 3.10, the descriptive results indicated that majority of the

samples were working in private company employee (22.5%, n = 45) and students

(21.5%, n = 43), followed by freelance (19.5%, n = 39) and public enterprise

employees (14.5%, n = 29), and others (9.5%, n = 19). respectively. Entrepreneur is

the lowest percentage (4.5%, n=9) among all sample.

Table 3.10: Occupation of the sample

Occupation	Frequency	Percent%
Student	43	21. 5
Government officer	16	8
Private company employee	45	22. 5
Public enterprise employee	29	14. 5
Freelancers	39	19. 5
Entrepreneur	9	4. 5
others	19	9. 5
Total	200	100

As shown in Table 3.11, the descriptive results indicated that most of the samples
earned a monthly income of   more than 30,000 Y (28%, n = 56), followed by
samples with income less than 5,000 Y (24.5%, n =49), samples with income of
15,000 - 30,000 Y (18.5%, n= 37), and samples with income of   10,000 - 15,000 Y
(15%, n = 30), and samples with income of 5,000 - 10,000Y (14%, n = 28),
respectively.

Table 3.11: Income per month of the sample

Monthly Income	Frequency	Percent %
Less than 5,000 Y	49	24. 5
5,001 - 10,000Y	28	14
10,001 - 15,000 Y	30	15
15,001 - 30,000 Y	37	18. 5
More than 30,000Y	56	28
Total	200	100

As shown in Table 3.12, the descriptive results indicated that most of the samples
purchased Alibaba products online per month more than 6 times (34.5%, n = 69),
followed by samples that 4-6 times (24%, n = 48) and customers who purchased per
month 1-3 times   (22.5%, n= 45), and   samples with minority less than 1 time
(19%, n = 38) respectively.

Table 3.12: Online Purchase per month of the sample

Online Purchase per Month	Frequency	Percent%
Less than 1 time	38	19
1-3 times	45	22. 5
4-6 times	48	24
More than 6 times	69	34. 5

| Total | 200 | 100% |

As shown in Table 3.13, the descriptive results showed that majority of

the sample favorite online-purchase websites were Alibaba (69%, n = 138), followed by

Jingdong　(14.5%, n = 29) and others　(11.5%, n =23)，and　Amazon　(19%, n = 38) respectively.

Table 3.13: Favorite Online-Purchase websites of the sample

Favorite Online shopping Website	Frequency	Percent%
Taobao	138	69
Jingdong	29	14. 5
Amazon	10	5
Others	23	11. 5
Total	200	100

CHAPTER 4

FINDINGS

This chapter summarized the findings of quantitative data, which collected from 200 online purchase users. SPSS program was employed to analyze the data in this study. Multiple Regression was used to test all the hypotheses. The following topics are presented in this chapter:

4.1 Summary on Findings of Descriptive Analysis

4.2 Summary on   Hypothesis Testing Findings

4.1 Summary of findings of descriptive analysis

As shown in Table 4.1, the descriptive results revealed that majority of respondents purchased Alibaba products via online frequently (more than 6 times, 34.5%, n = 69), followed by those who sometimes (4-6 times, 24%, n = 48), seldom (1-3 times, 22.5%, n = 45), and rarely (less than once, 19%, n = 38), respectively. The findings showed that the majority customers of the samples are purchased online more than 6 times frequently per month.

Table 4.1: The Frequency of consumer purchasing online per month

Frequency Online Purchase per Month	Frequency	Percentage%
1. Rarely (Less than 1 time)	38	19%
2. Seldom (1-3 times)	45	22.5%
3. Sometimes (4-6 times)	48	24%
4. Frequently (More than 6 times)	69	34.5%
Total	200	100%

Table 4.2 is the criteria to interpret the opinion of respondents about each Statement in the crisis management strategies   as suggested by Image Repair Theory and Table 4.3 -4.4 is the criteria to interpret the level of   reputation and intention to purchase Alibaba's product.

Table 4.2: Criteria to interpret the opinion of respondents toward each dimension of crisis management strategies

Opinion toward the statement	Score	Criteria	Meaning
Strongly Disagree the statement	1	1.00-1.50	Strongly disagree
Disagree with the statement	2	1.51-2.50	Disagree
Neither agree nor disagree	3	2.51-3.50	Neutral
Agree with the statement	4	3.51-4.50	Agreeable
Strongly Agree the statement	5	4.51-5.00	Strongly Agreeable

Table 4.3 Criteria to the degree of opinion towards Alibaba's products

Criteria	Meaning
1.00 - 2.33	Negative attitude
2.34 - 3.67	Neutral attitude
3.68 - 5.00	Positive attitude

In addition, the perception of Alibaba's   Reputation of the sample will further be analyzed from 5 scales to 3 scales as follows:

3 Levels	Corporate Reputation
3.67-5.00	Positive Reputation
2.34-3.66	Neutral Reputation
1.00-2.33	Negative Reputation

Remark: Range for each level (5-1)/3=1.33

Table 4.4: Analyzing the degree of intention to purchase Alibaba's products

Criteria	Meaning
1.00 - 2.33	Low intention
2.34 - 3.67	Medium intention
3.68 - 5.00	High intention

Remark: Range for each level (5-1)/3=1.33

As shown in Table 4.5, the descriptive analysis of means, standard deviation, and interpretation on the samples' perceived crisis management strategies   revealed that Chinese customers' attitude toward Alibaba's overall crisis management strategies is neutral (Mean= 2.57, SD= .59).   When examining each variable, their crisis management strategy in respect to denial response is disagree (mean= 2.13, SD= .93) and their evading responsibility is disagree (Mean= 2.32, SD= .76), reducing offensiveness is neutral (Mean=2.63, SD= .74), Correction Action is agree (Mean=3.28, SD= 1.14), mortification is neutral (mean=3.37, SD= 1.12), respectively.

When examining the   opinions of the respondents, the descriptive findings found that majority of the Chinese customers had Neutral attitude oward Alibaba products after the crisis. If examined each dimension, the findings found that refer to the five strategies after the outbreak of the crisis, i.e. Denial, Evading responsibility, Reducing Offensiveness, Correction Action, Mortification, consumers agree with most of Alibaba's handling solutions. Consumers' negative attitude on Alibaba's direct denial and evasion of responsibility after the crisis broke out. This shows that Alibaba will correctly face and handle crisis events, and can positively solve problems for consumers. However, in terms of reducing offensiveness, correction action,   and mortification in Alibaba's crisis management strategy, consumers' responses to Alibaba are neutral.

Table 4.5: Descriptive findings on the samples' attitude toward Alibaba's crisis

management strategies.

Descriptive Statistics			
Statements: Crisis Management Responds(IRT)	**Mean**	**Std. Deviation**	**Interpretation**
Denial			
1.Simple Denial: did not do （Alibaba just denial they don't sale fake goods)	2.16	1.08	Negative attitude
2.Shift the blame (Alibaba shift the blame of selling fake goods)	2.10	0.97	Negative attitude
Total	2.13	0.93	Negative attitude
Evading responsibility			
3. Provocation: (Alibaba just provocation: to response that it's someone else's actions for selling nuclear goods issue)	2.24	0.94	Negative attitude
4.Defeasibility： (Alibaba reported that they lack of information about or control over the situation for selling nuclear goods issue)	2.30	0.90	Negative attitude
5. Accidental: (Alibaba said they have no intention for it to happen for selling nuclear goods issue)	2.36	0.85	Neutral attitude
6.Good intentions: (Alibaba's response to this nuclear goods were not their will, and they were not aware of it)	2.38	0.85	Neutral attitude
Total	2.32	0.76	Negative attitude
Reducing Offensiveness			

7. Bolstering: (Alibaba paid more attention to users and reduce their worried for this issue)	2.70	0.85	Neutral attitude
8.Minimize offensiveness of the act: (Alibaba claimed there is little damage from selling the nuclear goods issue)	2.74	1.04	Neutral attitude
9.Differentiation: (Alibaba compare act to similar ones for this issue)	2.62	0.90	Neutral attitude
10.Transcendence: (Alibaba stressed that more importantly, there are still other platforms selling these nuclear foods.)	2.63	0.87	Neutral attitude
11.Attack accuser: (Alibaba challenged those who say there is a crisis in this case)	2.58	0.88	Neutral attitude
12. Compensation: （Alibaba offered money or goods in this issue)	2.50	0.92	Neutral attitude
Total	2.63	0.74	Neutral attitude
Correction Action			
13.Alibaba restore situation to pre-act status and/or promise change and prevent a repeat of the act in this crisis	3.28	1.14	Neutral attitude
Mortification			
14.Alibaba apologize to the public about their mistake in this issue	3.36	1.12	Neutral attitude
Total mean of crisis management strategies	2.57	0.59	Neutral attitude

As shown in Table 4.6.1, the descriptive results revealed that the respondents "agreed" with the overall corporate reputation of sample in respect to product and service, workplace environment, social and environmental responsibility, financial

performance, market performance, vision and leadership toward Alibaba (Mean=3.91, SD=.67). When examining each dimension, the sample perceived product and service to be "agree" (Mean=3.84, SD= 1.03), workplace environment to be "strongly agree" (Mean= 4.91, SD= 2.30), social and environment responsibility to be "agree" (Mean= 3.69, SD= .98), the financial performance to be "agree" (Mean= 3.91, SD= 1.00), market performance to be "agree" (Mean=4.00, SD= .98), and vision and leadership to be "agree" (mean= 4.10, SD= 1.05), respectively.

Table 4.6.1：Descriptive findings on the samples' perceived corporate reputation toward

Alibaba

Descriptive Statistics			
Statements: Corporate Reputation	**Mean**	**Std. Deviation**	**Interpretation**
Product and Service			
1. The products sold in Alibaba are good quality.	3.84	1.14	Agree
2. It's worthy to buy Alibaba Goods.	3.83	1.08	Agree
3. Services provided by Alibaba are reliable.	3.83	1.09	Agree
Total	3.84	1.03	Agree
Workplace Environment			
4. Alibaba provides an excellent working environment.	3.91	1.07	Agree
5. Alibaba hires excellent staff.	3.97	1.00	Agree
6.Through news and Jack ma 's video ,Alibaba has a fair employee treatment.	3.84	1.09	Agree
Total	4.91	2.30	Strongly Agree
Social and Environmental Responsibility			
7. Alibaba always supports charity.	3.86	1.01	Agree

8. Alibaba is responsible for the well-being of local communities.	3.66	1.1	Agree
9. Alibaba's business is not harmful to environment.	3.53	1.22	Agree
Total	3.69	1.00	Agree
Financial Performance			
10. Alibaba usually makes low-risk investment.	3.77	1.14	Agree
11. Alibaba maintains good profit records and earnings	3.95	1.08	Agree
12. Through news and Jack ma 's video ,Alibaba surpasses other competitors in terms of financial performance.	4.00	1.06	Agree
Total	3.91	1.00	Agree
Market Performance			
13. Alibaba competes well with its competitors.	3.98	1.10	Agree
14. Alibaba has a high market share.	4.10	1.01	Agree
15. Alibaba effectively maintains its customer base.	3.93	1.13	Agree
Total	4.00	0.98	Agree
Vision and Leadership			
16. Alibaba's CEO Jack Ma has clear business goals.	4.08	1.13	Agree
17. Alibaba's CEO Jack Ma has a great corporate vision for its future.	4.18	1.08	Agree
18. Alibaba's CEO Jack Ma is well-known for his leadership.	4.03	1.26	Agree
Total	4.10	1.050	Agree
Total perceived Corporate Reputation	3.91	0.67	Agree

As shown in Table 4.6.2,when examining the levels of corporate reputation, according to the criteria, if the mean value between 3.67-5.00, it means the sample perceived corporate reputation toward Alibaba is "positive reputation". There are six key constructs of customers' perceived corporate reputation. The majority of the

sample had positive reputation (Mean = 3.91, SD= .67.) toward Alibaba product.

The six key constructs of customers' perceived corporate reputation about Alibaba's

sample ranked as following : workplace environment (Mean = 4.91, SD= 2.30), vision

and leadership (Mean = 4.10, SD = 1.05), market performance (Mean = 4.00,

SD= .98), financial performance (Mean = 3.90, SD= 1.00), products and services

(Mean = 3.84, SD= 1.03), and social and environmental responsibility (Mean = 3.68,

SD = 0.98), respectively.

Table 4.6.2：Descriptive findings on the samples' perceived corporate reputation
toward

Alibaba

Descriptive Statistics			
Statements: Corporate Reputation	Mean	Std. Deviation	Interpretation
Product and Service	3.84	1.03	Positive Reputation
Workplace Environment	4.91	2.30	Positive Reputation
Social and Environmental Responsibility	3.69	1.00	Positive Reputation
Financial Performance	3.91	1.00	Positive Reputation
Market Performance	4.00	0.98	Positive Reputation
Vision and Leadership	3.91	0.67	Positive Reputation

As shown in Table 4.7, the descriptive findings revealed that the majority of

the sample had high intention to purchase intention Alibaba products

(Mean=3.72,SD=.01).

When examining each variable, samples had high intention toward the statement,

"Overall, I am satisfied with Alibaba and I will purchase again." (Mean=3.83,

SD=.85), and the statement about "I will recommend Alibaba to someone who seeks my advice." (Mean=3.77, SD=.78), followed by medium attention toward the statement, "I am planning to purchase products in Alibaba." (Mean=3.56, SD=1.01)respectively.

Table 4.7: Descriptive findings on the samples' of purchase intention about Alibaba.

Descriptive Statistics

Statements: Purchasing Intention	Mean	Std. Deviation	Level
1. I am planning to purchase products in Alibaba.	3.56	1.01	Medium attention
2. I will recommend Alibaba to someone who seeks my advice.	3.77	0.78	High attention
3. Overall, I am satisfied with Alibaba and I will purchase again.	3.83	0.85	High attention
Total for Purchase Intention	3.72	0.01	High attention

4.2 Summary on   Hypothesis Testing Findings

Hypothesis 1:   Chinese customers' attitude toward Alibaba's crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Corrective action, and Mortification) significantly influence their perceived corporate reputation toward Alibaba.

To examine the influence of   independent variables on the dependent variables, the Multiple Regression Analysis was used and the significant level was set to Alpha (α) 0.05., and all the results as follows:

As shown in Table 4.8, Multiple Linear Regression analysis of overall Alibaba's crisis management strategies are significantly influenced their corporate reputation at 54.7% (R^2=.547* ,p<.05). **Hypothesis 1** was fully supported. When examining the impact of each strategy, the results showed that corrective action (Beta= .271**, p <.05)   and mortification (Beta= .329**, p <0.05) were significant predictors of Alibaba's corporate reputation. However, the Coefficient table revealed that the denial response (Beta=-.299, p>0.05),evasion responsibility (Beta=-.120, p > 0.05), reduce offensiveness (Beta= -.158., p>0.05), were not significant predictors, respectively. The findings suggested that five elements can predict their corporate reputation at the rate of 54.7%.   And the respondents perceived corrective action and mortification elements as the significant positive predictors while other elements were not significant predictors. However, denial, evasion responsibility, reduce offensiveness were negative predictors of Alibaba's corporate reputation. That means, these predictors affect negatively.

Multiple regression analysis examined the influence of the respondents' attitude toward   crisis management strategies on their   perceived corporate reputation in terms of products and services, work environment, social and

environmental responsibility, financial performance, market performance, vision and

leadership.

Table 4.8: Multiple Linear Regression on the influence of Alibaba's Crisis

Management Strategies on   their Corporate Reputation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.740[a]	0.547	0.535	0.61667	0.547	46.877	5	194	0.000	1.347

a. Predictors: (Constant)Denial, Evading Responsibility, Reducing Offensiveness, Corrective Action,

Modification

b. Dependent Variable: Corporate Reputation

ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.133	5	17.827	46.877	.000[b]
	Residual	73.775	194	0.380		
	Total	162.909	199			

a. Dependent Variable: Reputation Mean

b. Predictors: (Constant) Denial, Evading Responsibility, Reducing
Offensiveness, Corrective Action, Modification

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.776	0.217		17.368	0.000	3.347	4.205
	Denial Response	-0.292	0.071	-0.299	-4.105	0.060	-0.432	-0.152
	Evasion Responsibility	-0.143	0.094	-0.120	-1.523	0.129	-0.329	0.042
	Reducing Offensiveness	-0.195	0.080	-0.158	-2.445	0.015	-0.352	-0.038
	Corrective Action	0.215	0.054	0.271	4.007	0.000	0.109	0.320
	Mortification	0.265	0.052	0.329	5.085	0.000	0.163	0.368

a. Dependent Variable: Corporate Reputation

H1.1: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of **products and services**.

As shown in Table 4.8.1, the analysis of Multiple Regression indicated that corrective action (Beta= .297**, $p < 0.05$)   and mortification (Beta= .328**, $p < 0.05$) were significant predictors of Alibaba's corporate reputation in terms of **products and services.** However, denial response (Beta=-.330, $p > 0.05$), evasion responsibility (Beta=-.002, $p > 0.05$), reduce offensiveness (Beta= -.143, $p > 0.05$) were not significant predictors, respectively.

Table 4.8.1:   Multiple regression on the influence of crisis management strategies

on

Alibaba's reputation in terms of **products and services**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.259	0.258		12.622	0.000	2.749	3.768
	Denial Response	-0.365	0.084	-0.330	-4.320	0.060	-0.532	-0.198
	Evasion Responsibility	-0.003	0.112	-0.002	-0.025	0.980	-0.223	0.218
	Reducing Offensiveness	-0.199	0.095	-0.143	-2.102	0.067	-0.386	-0.012
	Corrective Action	0.267	0.064	0.297	4.195	0.000	0.141	0.392
	Mortification	0.300	0.062	0.328	4.839	0.000	0.178	0.422

a. Dependent Variable: Product and Service

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	105.739	5	21.148	39.435	.000[b]
	Residual	104.038	194	0.536		
	Total	209.777	199			

a. Dependent Variable: Product and Service

b. Predictors: (Constant), Denial, Evading Responsibility, Reducing
Offensiveness , Corrective Action, Modification

H1.2: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of **workplace environment.**

As shown in Table 4.8.2, the analysis of Multiple Regression indicated that corrective action (Beta= .233**, p < 0.05)   and mortification (Beta= .318**, p < 0.05) were significant predictors of Alibaba's corporate reputation in terms of **workplace environment..** However, denial response (Beta=-.254, p >0.05), evasion responsibility (Beta=-.148, p > 0.05), reduce offensiveness (Beta= -.103, p > 0.05) were not significant predictors, respectively.

Table 4.8.2: Multiple regression on the influence of crisis management strategies   on Alibaba's reputation in terms of **workplace environment.**

Coefficients[a]							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	8.661	0.602		14.386	0.000	7.474	9.849
Denial response	-0.630	0.197	-0.254	-3.199	0.062	-1.019	-0.242
Evasion Responsibility	-0.448	0.261	-0.148	-1.720	0.087	-0.962	0.066
Reducing Offensiveness	-0.322	0.221	-0.103	-1.459	0.146	-0.757	0.113
Corrective Action	0.470	0.148	0.233	3.168	0.002	0.177	0.763
Mortification	0.653	0.145	0.318	4.517	0.000	0.368	0.938

a. Dependent Variable: Workplace Environment

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	488.857	5	97.771	33.523	.000[b]
	Residual	565.807	194	2.917		
	Total	1054.664	199			

a. Dependent Variable: Workplace Environment

b. Predictors: (Constant), Denial Mean, Evading Responsibility Mean, Reducing Offensiveness Mean, Corrective Action Mean, Modification Mean

H1.3: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of **social and environmental responsibility.**

As shown in Table 4.8.3,   the analysis of Multiple Regression indicated that corrective action (Beta= .269**, $p < 0.05$)   and mortification (Beta= .265**, $p < 0.05$) were significant predictors of   Alibaba's corporate reputation in terms of **social and environmental responsibility.** However, denial response (Beta=-.251, $p > 0.05$), evasion responsibility (Beta=-.135, $p > 0.05$), reduce offensiveness (Beta= -.116, $p > 0.05$) were not significant predictors, respectively.

Table 4.8.3:   Multiple regression on the influence of crisis management strategies on

Alibaba's reputation in terms of **social and environmental**

responsibility

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.529	0.263		13.395	0.000	3.009	4.048
	Denial response	-0.264	0.086	-0.251	-3.068	0.062	-0.434	-0.094
	Evasion Responsibility	-0.173	0.114	-0.135	-1.522	0.130	-0.398	0.051
	Reducing Offensiveness	-0.154	0.097	-0.116	-1.594	0.113	-0.344	0.037
	Corrective Action	0.230	0.065	0.269	3.536	0.001	0.102	0.358
	Mortification	0.230	0.063	0.265	3.640	0.000	0.106	0.355

a. Dependent Variable: social and environmental responsibility

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	81.060	5	16.212	29.036	.000[b]
	Residual	108.317	194	0.558		
	Total	189.377	199			

a. Dependent Variable: Social and Environmental Responsibility

b. Predictors: (Constant), Denial, Evading Responsibility, Reducing Offensiveness, Corrective Action, Modification

H1.4: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of **financial performance**.

As show in Table 4.8.4,   the analysis of Multiple Regression indicated that corrective action (Beta= .227**, $p < 0.05$)   and mortification (Beta= .328**, $p < 0.05$) were significant predictors of Alibaba's corporate reputation in terms of **financial performance..** However, denial response (Beta=-.258, $p > 0.05$), evasion responsibility (Beta=-.073, $p > 0.05$), reduce offensiveness (Beta= -.210, $p > 0.05$) were not significant predictors, respectively.

Table4.8.4: Multiple regression on the influence of crisis management strategies   on Alibaba's reputation in terms of **financial performance.**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.842	0.267		14.415	0.000	3.316	4.368
	Denial response	-0.280	0.087	-0.258	-3.207	0.062	-0.452	-0.108
	Evasion Responsibility	-0.097	0.115	-0.073	-0.841	0.401	-0.325	0.131
	Reducing Offensiveness	-0.286	0.098	-0.210	-2.932	0.064	-0.479	-0.094
	Corrective Action	0.199	0.066	0.227	3.032	0.003	0.070	0.329
	Mortification	0.294	0.064	0.328	4.587	0.000	0.167	0.420

Coefficients[a]

a. Dependent Variable: Financial Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	89.531	5	17.906	31.324	.000[b]
	Residual	110.900	194	0.572		
	Total	200.431	199			

a. Dependent Variable: Financial Performance

b. Predictors: (Constant), Denial Mean, Evading Responsibility Mean, Reducing Offensiveness Mean, Corrective Action Mean, Modification Mean

H1.5: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of **market performance.**.

As show in Table 4.8.5 the analysis of Multiple Regression indicated that corrective action (Beta= .272**, $p < 0.05$)   and mortification (Beta= .227**, $p < 0.05$) were significant predictors of Alibaba's corporate reputation in terms of **market performance.**

  However, denial response (Beta=-.214, $p > 0.05$), evasion responsibility (Beta=-.238, $p > 0.05$), reduce offensiveness (Beta= -.142, $p > 0.05$) were not significant predictors, respectively

Table4.8.5:   Multiple regression on the influence of crisis management strategies

on

Alibaba's reputation in terms of **market performance**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.261	0.258		16.525	0.000	3.752	4.769
	Denial response	-0.226	0.084	-0.214	-2.680	0.068	-0.392	-0.060
	Evasion Responsibility	-0.307	0.112	-0.238	-2.748	0.057	-0.527	-0.087
	Reducing Offensiveness	-0.189	0.095	-0.142	-2.000	0.067	-0.375	-0.003
	Corrective Action	0.233	0.064	0.272	3.661	0.000	0.107	0.358
	Mortification	0.198	0.062	0.227	3.202	0.002	0.076	0.320

a. Dependent Variable: Market Performance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	86.897	5	17.379	32.491	.000[b]
	Residual	103.770	194	0.535		
	Total	190.667	199			

a. Dependent Variable: Market Performance

b Predictors: (Constant), Denial, Evading Responsibility, Reducing
Offensiveness, Corrective Action, Modification

H1.6: Chinese customers' attitude toward Alibaba's crisis communication

strategy influences its corporate reputation in terms of **vision and leadership.**.

As show in Table 4.8.6 the analysis of Multiple Regression Analysis indicated that corrective action (Beta= .171, p <0.05)   and mortification (Beta= .309, p <0.05)were significant predictor of Alibaba's corporate reputation in terms of **vision and leadership.**

However, denial(Beta=-.309, p >0.05),evasion responsibility (Beta=-.063, p > 0.05), reduce offensiveness (Beta= -.135., p   >0.05), were not significant predictors, respectively.

Table 4.8.6: Multiple regression on the influence of crisis management strategies   on Alibaba's reputation in terms of **vision and leadership.**

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	4.062	0.289		14.037	0.000	3.491	4.633
	Denial response	-0.349	0.095	-0.309	-3.690	0.060	-0.536	-0.163
	Evasion Responsibility	-0.088	0.125	-0.063	-0.701	0.484	-0.335	0.159
	Reducing Offensiveness	-0.192	0.106	-0.135	-1.810	0.072	-0.401	0.017
	Corrective Action	0.157	0.071	0.171	2.198	0.029	0.016	0.297
	Mortification	0.289	0.069	0.309	4.165	0.000	0.152	0.426

a. Dependent Variable: Vision and Leadership Mean

ANOVA[a]					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	88.741	5	17.748	26.339	.000[b]
Residual	130.724	194	0.674		
Total	219.464	199			

a. Dependent Variable: Vision and Leadership Mean

b. Predictors: (Constant), Denial, Evading Responsibility, Reducing Offensiveness, Corrective Action, Modification

Hypothesis 2:   Chinese customers' perceived reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) significantly influence to consumer purchase intentions.

As shown in Table 4.9, Linear Regression analysis about Chinese customers' perceived of Alibaba's corporate reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) is not significantly influenced consumer purchase intentions at 0. 5% (R^2=.005*, p>.05). **Hypothesis 2** was partly supported.

Table 4.9: The Multiple Linear Regression analysis on the influence of   perceived

reputation on consumer purchase intentions

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.067[a]	0.005	-0.001	0.72344	1.878

a. Predictors: (Constant), Reputation Mean

b. Dependent Variable: Purchasing Intention

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.470	1	0.470	0.899	.344[b]
	Residual	103.627	198	0.523		
	Total	104.098	199			

a. Dependent Variable: Purchasing Intention

b. Predictors: (Constant), Reputation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.930	0.227		17.296	0.000
	Reputation Mean	-0.054	0.057	-0.067	-0.948	0.344

a. Dependent Variable: Purchasing intention

As show in Table 4.9.1, When examining the impact of each construct of reputation toward Alibaba, the results showed that product and services (Beta= .003, $p > 0.05$), workplace environment (Beta= .118, $p > 0.05$), social environmental

responsibility (Beta= -.024, p> 0.05), financial performance (Beta= -.179, p> 0.05), market performance (Beta=.210, p >0.05), and vision and leadership (Beta= .223, p>0.05) were not significant predictors toward Chinese customers' purchase intention about Alibaba respectively. That means, these predictors affect Chinese customers' purchase intention   negatively.

Table 4.9.1: Multiple Linear Regression on the influence of corporate reputation of
Alibaba on Chinese customers' purchase intention

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.929	0.229		17.140	0.000
	Product Service Mean	0.002	0.101	0.003	0.024	0.981
	Workplace Environment Mean	0.037	0.046	0.118	0.811	0.419
	Social Environment Responsibility Mean	-0.018	0.101	-0.024	-0.178	0.859
	Financial Performance Mean	-0.129	0.104	-0.179	-1.236	0.218
	Marketing Performance Mean	-0.155	0.110	-0.210	-1.404	0.162
	Vision and Leadership Mean	0.154	0.093	0.223	1.660	0.099

a. Dependent Variable: Purchasing Intention Mean

Hypothesis 3:   Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial response, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) influence their customers' intention to purchase Alibaba products.

As shown in Table 4.10, Multiple Linear Regression analysis about Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial response,

Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) did

not significantly influence their customers' intention to purchase Alibaba products   0%

(R^2=.000* ,p>.05).   Thus **Hypothesis 3** was not supported.

Table 4.10:   Multiple Linear Regression on the influence of Alibaba's crisis

management strategies on Chinese customers' purchase

intention

Mode l	R	R Square	Adjuste d R Square	Change Statistics					Durbin-Watso n
				R Square Chang e	F Chang e	df 1	df2	Sig. F Chang e	
1	.019 a	0.000	-0.005	0.000	0.074	1	19 8	0.786	1.882

ANOVAª

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.039	1	0.039	0.074	.786ᵇ
	Residual	104.059	198	0.526		
	Total	104.098	199			

a. Dependent Variable: Purchasing Intention

b. Predictors: (Constant), Crisis Management strategy

Coefficientsª

Model		Unstandardized Coefficients		Standardize d Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.781	0.229		16.53 4	0.000	3.330	4.232
	Crisis Managemen t strategy	-0.024	0.087	-0.019	-0.272	0.786	-0.195	0.148

a. Dependent Variable: Purchasing Intention

CHAPTER 5

DISCUSSION AND CONCLUSION

This chapter presented the summary and discussion about the findings found from

this survey research along with the theoretical explanation. Furthermore, this chapter also provided the limitations of the study, and recommendations for application and future research. This chapter also includes the following components:

5.1 Summary of Descriptive Findings and Discussion

5.2 Summary of Hypothesis Testing and Discussion

5.3 Conclusion of the Research

5.4 Limitations of the Study

5.5 Recommendations for Future Application

5.6 Recommendations for Future Research

5.1 Summary of Descriptive Findings and Discussion

Over the past decade, China has ushered in a wave of e-commerce. Online shopping has become a common behavior and consumption habit of Chinese consumers, and Alibaba, China's e-commerce giant, is also the first to set off the wave of e-payment, leading a large number of Chinese consumers to online consumption such as ordering, shopping and booking hotels, ticket purchasing and other online areas are booming. However, a large number of studies have shown that the reputation of e-commerce corporations can enhance customer trust. The effective management of enterprise crisis will greatly reduce the damage to the reputation of enterprises, thus restoring the confidence of stakeholders and the lost consumers.

The study used data from 200 participants who completed the survey. Descriptive results showed that majority of the samples were female (57%, n = 114), followed by male (43%, n = 86).

Majority of the samples aged 25-29 years old (40%, n = 80), followed by 30-34 years old (18%, n = 36), 20-24 years old (16.9%, n = 34), 35-39 years old (13%, n = 26), over 40 years old (8%, n = 16), 15-19 years old (4%, n = 8).

The marital status of most samples was married (40%, n = 80), followed by involved in a relationship (29%, n = 58), single (24.5%, n = 49), divorce (5.5%, n = 11), respectively.

Majority of the samples were private company employees (22.5%, n = 45) and students (21.5%, n = 43), followed by freelancers (19.5%, n = 39) and public enterprise employees (14.5%, n = 29), others (9.5%, n = 19), government officials (8%, n = 16), entrepreneurs (4.5%, n = 9), respectively.

Majority of the samples earned more than 30,001 yuan per month (28%, n = 56), followed by those earned less than 5,000 yuan per month (24.5%, n = 49), 15,001-30,000 yuan per month (18.5%, n = 37), 10,001-15,000 yuan per month (15%, n = 30), 5001-10,000 yuan per month (14%, n = 28), respectively.

Majority of the samples purchased more than six times per month (34.5%, n = 69), followed by 4-6 times per month (24%). N = 48), shopping 1 - 3 times per month (22.5%, n = 45), and at least once per month (19%, n = 38), respectively.

Majority of the sample's favorite shopping online website were Taobao (69%, n = 138), followed by Jingdong (14.5%, N = 29), others (11.5%, n = 23) and Amazon (5%, n = 10), respectively.

The descriptive results revealed that majority of respondents purchased Alibaba products via online frequently (more than 6 times, 34.5%, n = 69), followed by those who sometimes (4-6 times, 24%, n = 48), seldom (1-3 times, 22.5%, n = 45), and rarely (less than once, 19%, n = 38), respectively. The findings showed that the

majority customers of the samples purchased online more than 6 times frequently per month.

The descriptive findings found that majority of the respondents attitude   toward Alibaba's overall crisis management strategies is neutral (Mean= 2.57, SD= .59). When examining the opinions of Alibaba's overall crisis management strategies for each dimension, the results found that they had neutral opinions in respect to   mortification (mean=3.37, SD= 1.12), Correction Action (Mean = 3.28, SD= 1.14), and the negative opinions followed by reducing offensiveness (Mean = 2.63, SD= .74) evading responsibility (Mean = 2.32, SD= .76),denial (Mean = 2.13, SD= .93), respectively.

The descriptive findings found that majority of the respondents "agreed" with the overall corporate reputation of sample in respect to product and service, workplace environment, social and environmental responsibility, financial performance, market performance, and vision and leadership toward Alibaba   (Mean = 3.91, SD = .67). When examining the level of each dimension, the results found that they strongly agree with workplace environment (Mean = 4.91, SD = 2.30), followed by vision and leadership to be "agree" (mean= 4.10, SD= 1.05), market performance (Mean=4.00, SD= .98), the financial performance   (Mean= 3.91, SD= 1.00),product and service (Mean=3.84, SD= 1.03), social and   environment responsibility (Mean= 3.69, SD= .98), respectively.

The descriptive findings found that majority of the respondents the levels of Alibaba corporate reputation is positive reputation (Mean = 3.91, SD = .67.). The highest mean was workplace environment (Mean = 4.91, SD= 2.30), followed by vision and leadership (Mean = 4.10, SD = 1.05), market performance (Mean = 4.00, SD= .98), financial performance (Mean = 3.90, SD= 1.00), products and services (Mean = 3.84, SD= 1.03), and social and environmental responsibility (Mean = 3.68, SD = 0.98), respectively.

The descriptive findings found that majority of the respondents had high intention to purchase intention Alibaba products (Mean = 3.72,SD =.01). When examining each variable, samples had high intention toward the statement, "Overall, I am satisfied with Alibaba and I will purchase again." (Mean=3.83, SD=.85), and the statement about "I will recommend Alibaba to someone who seeks my advice." (Mean=3.77, SD=.78), followed by medium intention toward the statement, "I am planning to purchase products in Alibaba." (Mean=3.56, SD=1.01), respectively.

The survey results show that Alibaba can quickly and timely make reasonable crisis management strategies after a series of crises broke out, and realize the control of public relations crisis events within eight hours. The timing choice is very fast. This is in line with Barton's (2007) view that companies must respond within eight hours of the crisis. At the same time, it proved that rapid response to the crisis plays an important role in restoring the reputation of corporation and had laid a foundation for Alibaba's positive reputation in the eyes of consumers. It is also associated with "good reputation" that will enhance customers' confidence in products and services, advertising content and purchasing decisions (Fombrun, 1998; Lafferty & Goldsmith, 1999). "The results are consistent.

The results showed that although Alibaba has experienced a lot of crisis events, the vast majority of respondents have high purchasing intentions for Alibaba products due to the high reputation of corporation in the hearts of consumers. This also proves that "customers value the connection and transaction with high reputation enterprises" (Roberts & Dowling, 2002). Loyalty becomes stronger and stronger when customers think that the company has a very good reputation (Nguyen & LeBlance, 2001).

5.2 Summary of Hypothesis Testing and Discussion

Hypothesis 1:   Chinese customers' attitude toward Alibaba's crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Corrective

action, and Mortification) significantly influence their perceived corporate reputation toward Alibaba.

H1.1: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of products and services.

H1.2: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of workplace environment.

H1.3: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of social and environmental responsibility.

H1.4: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of financial performance

H1.5: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of market performance.

H1.6: Chinese customers' attitude toward Alibaba's crisis communication strategy influences its corporate reputation in terms of vision and leadership.

In order to test the influence of independent variables on independent variables, Multiple regression analysis was used to set the significance level to (α) 0.05. The results revealed that Alibaba's overall crisis management strategy has a significant influence on 54.7% of its corporate reputation ($R^2 = 0.547*$, $P < 0.05$). Hypothesis 1 is fully supported.

At the same time, as shown in tables 4.8.1-4.8.6, Multiple regression analysis examined the impact of respondents' attitude on Alibaba's crisis management strategies on their corporate reputation in terms of products and services, work environment, social and environmental responsibility, financial performance, market performance, vision and leadership. The results of Multiple regression analysis showed that the five factors of crisis management strategy, including denial, evasion of responsibility, reduction of aggression, correction and humiliation) can predict corporate reputation at the rate of 54.7%. Data show that respondents believe that

corporate corrective measures and humiliation factors are significant positive predictors, while other factors are not significant predictors. However, denial, evasion of responsibility and reduction of aggressiveness are negative predictors of Alibaba's reputation. This means that these predictors will have a negative impact. This shows that enterprises need to deal with crisis events in a timely and positive manner, do not deny or evade, in order to avoid more negative impact. Thus, assuming that the results of hypothesis 1 are consistent with previous studies of   Fombrun (1996) posited that enterprises with good reputation are less likely to encounter risks, and even if they encounter risks, they can control crises at a lower cost and avoid greater losses because of their good reputation. Domestic scholars Zhang Silong and Zhou Zucheng (2004) have shown that companies with good reputation generally have a tight internal control system, which can respond quickly to early warning signals and eliminate the crisis in its very early time.

H2:   Chinese customers' perceived reputation (product and services, workplace environment, environmental responsibility, financial performance, market performance, and vision and leadership) significantly influence to consumer purchase intentions.

For testing hypothesis 2, the analysis of Multiple Regression revealed that consumers' corporate reputation in six aspects (product and service, work environment, environmental responsibility, financial performance, market performance, vision and leadership) has no significant impact on consumers' purchase intentions at   0. 5% (R^2=.005*, p>.05). Therefore, **hypothesis 2** is not supported.

When examining the impact of each reputation structure on Alibaba, the data showed that   products and services (Beta = 0.003**, $p < 0.05$), working environment (Beta = 0.118, $p > 0.05$), social environmental responsibility (Beta = 0.024, $p > 0.05$), financial performance (Beta = 0.179, $p > 0.05$, market performance (Beta = -.210, $p >$ 0.05), vision and leadership (Beta= 223, $p   > 0.05$) were not a significant predictor of

Chinese consumers' willingness to buy Alibaba, respectively. That is to say, these predictive factors have a negative impact on the purchase intention of Chinese consumers.

Alibaba Group is the originator of China's e-commerce platform. It has pioneered the era of Internet marketing and consumption in terms of tracking big data of users, analysis of users' behavior habits and precise positioning of users' preferences. At the same time, it has constantly led China in improving pre-sale and after-sale services and high-level enterprises headed by Jack Ma. In order to promote the development of the Internet, the national economy and the new mode of e-commerce marketing, the business giant crocodile has been highly sought after by the industry in terms of high-tech talents and good corporate culture. After more than ten years of development and growth, Alibaba has gradually formed a good reputation and enterprise visibility in the hearts of every Chinese consumer. Its vision, mission and reputation are constantly strengthened in the hearts of users. Every year, Taobao's "Double Eleventh" promotional activities, and every year's "Tianmao Store Celebration" activities are constantly gathering high trading reputation and corporate prestige for Alibaba. At the same time, Alibaba has successfully guided the consumption habits of Chinese e-commerce users, and consumers have recognized and actively participated in this crazy promotion model. Alibaba and Jack Ma have become the myths of Internet e-commerce in China. Chinese consumers have given Alibaba's reputation great recognition and word-of-mouth communication. Therefore, users' perception of Alibaba's reputation (products and services, work environment, environmental responsibility, financial performance, market performance, vision and leadership) will not affect their purchasing intention. This view is consistent with previous research results which suggested that consumers with strong corporate identity are more likely to purchase products or services of the enterprise, and are more loyal to the enterprise. Consumers corporate identity also has a positive impact on word-of mouth communication behavior (Aheame, Bhattacharya & Gruen, 2005;

Bhattacharya & Sen, 2003;).   Roberts and Dowling (2002) research showed that customers are more willing to contact and trade with enterprises with good reputation. Consumers with strong corporate identity are more likely to purchase products or services of the enterprise. They are more loyal to the enterprise. Consumers' corporate identity also has a positive impact on word-of mouth communication behavior (Bhattacharya & Sen, 2003)

Hypothesis 3:   Chinese customers' attitude toward Alibaba's crisis management strategies   (Denial response, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) influence their customers' intention to purchase Alibaba products.

For testing hypothesis3, Multiple regression analysis revealed that Chinese customers' attitudes towards Alibaba crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) have no significant impact on their customers' intention to purchase Alibaba products   0% (R^2=.000* ,p>.05).   Thus **Hypothesis 3** was not supported. Since Alibaba is the first company to conduct electronic platform shopping in China, it has occupied more than 90% of the market target space in China for a long time. Previous data proved that 70% of consumers say that Taobao is their favorite shopping website.

More importantly, Alibaba is able to handle every crisis in a timely, sincere and appropriate manner, coupled with the fast, convenient, fair and transparent trading advantages that Taobao has formed in the hearts of Chinese consumers over the years; Alibaba's industry hold   high qualifications and good reputation, continuous public welfare activities, but also in the minds of Chinese consumers left a particularly high reputation. Jack Ma and Alibaba's reputation in the international market is extremely rare in China's business community. Harvard University has included Alibaba's management practices as MBA cases twice. In the second case of Alibaba MBA management published in January 2002, Harvard University quoted Jack Ma's

elaboration on Alibaba's core value. "Jack Ma believes that the value of Alibaba lies not in the number of daily visits, but in whether it can bring value to customers." In order to show the recognition of Alibaba's rapid development.(Jiale Zhang 2010)

Alibaba Group's business scope includes B2B trade, online retail, third-party payment and cloud computing services. Under Jack   Ma's leadership, Alibaba has made obvious contributions to technological innovation and economic benefits in the field of Internet e-commerce in China and the world through the Sesame Credit System. Just like Alibaba's corporate mission which stated that "Let the world do business easy!" Alibaba has really helped too many small entrepreneurs to make their businesses profitable, and as Jack Ma advocated in many speeches which said that "Alibaba has also enabled more women and young people to realize their entrepreneurial dreams and income

levels".(https://www.youtube.com/watch?v=rojft7g2BSI)

Therefore, Alibaba has always maintained a very good corporate image and reputation in the hearts of Chinese consumers, so although there will be crisis events, it will not affect their loyalty to Alibaba and their willingness to buy. This view is consistent with previous research findings: good corporate reputation can significantly improve customer loyalty to the enterprise (Nguycn & LeBlanee,   2001b). The study of Jin Liyin (2006), a Chinese scholar, revealed that customer identification is conducive to customers' higher evaluation of enterprise products and positive purchasing intention. Wu & Tsai (2007) found that good corporate reputation can be most recognized by consumers. Customer identification can increase loyalty, help enterprises attract new customers, and more easily tolerate and forgive corporate errors. This is consistent with Einwiller, Fedorikhin, Johnson, & Kamins (2006).   research which found that highly identical with the consumers of enterprises, strong resistance to negative news about enterprises, can forgive the mistakes of enterprises.

5.3 Conclusion of the Research

The main purpose of this study is to explore the relationship between Alibaba Group's crisis management strategy, i.e. image restoration, perceived corporate reputation and consumers' purchase intention. In this study, it not only pays attention to the impact of corporate crisis management strategies on corporate reputation, but also promotes other aspects of research and development. Firstly, this study attempts to expand the research of Manfred (2004) and Fombrun (1996) in order to find a new measurement range in the context of the developed Internet information. At the same time, the reputation here refers to the factors and strength that suit the actual situation of China and can fairly measure the reputation of enterprises in all aspects. In addition, this study extends Blau's (1964) social exchange theory. The Social exchange theory posited that is "based on the notion that people think about their relationships in economic terms" (West & Turner, 2007). Usually, social exchange theory argued people to evaluate their relationship based on costs and rewards (West & Turner, 2010). However, Kim said the profit between costs and rewards that has different significance.). In addition, in society exchange theory relationship plays an important role on explaining the fundamental notion of exchange. Cropanzano and Mitchell (2005) said that there are two different concepts on relationships. One is that relationship might be considered as the series of interdependent exchange that also can be defined transaction; another is that it also might be regarded as the interpersonal attachments, which is form interdependent exchanges.

By investigating the satisfaction of consumers and their attitudes towards enterprises, the results also prove that social exchange theory is not easy to fluctuate in the new field of Internet e-commerce, especially in enterprises with good reputation, and that the views of individual behavior on profits and returns are not affected. The influence of the concept of economy. That is to say, the completion of e-commerce transactions on the cost and return assessment, consumers will have a more realistic judgment on the enterprise, good corporate reputation will give consumers more sense

of dependence. For the nature of relationship, it follows that relationships are independent and relational life is a process (West & Turner, 2010).

The research data in this paper showed that the effective signals of enterprise crisis management strategies are exposed to in the aspects of economy, society, stakeholders and consumer perception, which has a significant impact on the corporate reputation of consumers' self-perception. The findings coincided with Fombrun (1996) who said that corporate reputation can play an active strategic role in attracting investors and consumers, increasing customer loyalty, recruiting excellent employees, establishing market barriers, driving the market, and helping enterprises tide over the crisis. Value, sustainable, and intangible assets that competitors can hardly imitate. The results of this study support Fombrum's (1996) statement, and explain why Alibaba has become a popular consumer platform in China's unique e-commerce environment, which is closely related to Alibaba's reputation, which has been carefully maintained for a long time. This intangible asset will enable Alibaba to remain after the crisis. Maintain positive corporate imagination and become an irreplaceable platform.

Therefore, the findings of Hypothesis 1 supported the expansion of corporate image restoration theory and previous studies. The Image Restoration theory posited that the organization determines what is threatening its reputation or image, and also determines which public must be dealt with and persuaded to maintain and restore a positive image (Fearn-Banks, 2010). Specifically, when images are threatened, organizations are forced to respond during crises because of them. They tried to restore consumer confidence, minimize negative publicity and restore economic stability to the company. Image restoration theory can be understood from the assumptions of images, the components of attacks on images and image restoration strategies" (Wen,. & Benoit, 2012, p. 175). The research had proved that Alibaba Group can identify the main factors threatened in each crisis evevts to repair its reputation and make the right response, thus stabilizing Alibaba's normal e-commerce

business and keeping consumers confident. Therefore, the author believes that if the corporate crisis breaks out, when corporate adopt image repair theory to repair their reputation, they need to recognize what the real threatened reputation factors are, and then give reasonable explanations and measures to the issues of public concern, so as to effectively recover the negative effects of crisis events and maintain consumers' perception of the corporate good reputation.

According to hypothesis 2, the relevant analysis results revealed that Chinese consumers' perceived reputation (products and services, work environment, environmental responsibility, financial performance, market performance, vision and leadership) has no significant impact on consumers' purchase intention. Alibaba does not have any impact on consumers among these predictors, which showed that the unique Chinese national conditions, as well as the growth trajectory of enterprises, have deepened their understanding with consumers. Predicting consumers' individual emotions and cognitive responses to corporate reputation dimensions is not only different, but also can identify the main factors that lead to differences in emotional and cognitive responses (Li, 2005). Timely and appropriate crisis response will enable consumers to get and feel more positive information, and maintain user loyalty in another way.

Hypothesis 3 showed that Chinese customers' attitudes towards Alibaba's crisis management strategies (Denial, Evading Responsibilities, Reducing Offensiveness, Correction, and Mortification) have no significant impact on their customers' purchasing intentions. Koufaris & William (2004)   advocated that corporate reputation is an attitude structure composed of rational cognition and emotional reaction. The author agreed that corporate reputation can be divided into cognitive and emotional dimensions. Alibaba has a very good reputation in the eyes of Chinese consumers. It has been proved by both consumers' personal feelings and their perceptions of Alibaba's corporate reputation. In retrospect of previous scholars' research on the theory of E-reputation, Koufaris & William (2004) defined perceived

reputation as the degree of trust people have in the integrity of enterprises and customer concerns, which is the same definition as in the non-network environment. In the network environment, McKnight & Chervany (1998). believes that reputation is something that people give to a particular individual according to his or her information. They claimed that reputation is an important factor affecting the trust building of online sellers, especially the cultivation of initial customer trust. Because customers have no experience in dealing with businesses, customers are very concerned about the reputation of the company. Positive experience from others can reduce customers' risk perception in online transactions. In a study, Jarvenpaa & Tractinsky (1999) found that the reputation of e-commerce enterprises has a positive impact on the trust of network enterprises. The results of this study also prove that it is because Alibaba has a good e-reputation and receives good trust from users. Even in the event of a crisis, the adoption of crisis management strategy will not affect their purchase trust and willingness to continue to purchased Alibaba products via online frequently (more than 6 times, 34.5%, n = 69), consumers will still buy Alibaba's products and have loyal for Alibaba.

5.4 Limitations of Study

1.   Due to the limitations of the questionnaire survey, the tool is composed of four parts. There are too many contents for the respondents to answer. In addition, some problems related to the theory of corporate image restoration are translated from English to Chinese. Some interviewees may have misunderstandings or misunderstandings about academic statements. Therefore, the respondents cannot directly answer the questionnaire through real ideas. This may affect and distort the results of the study.

2.   The limitation of this study is that for many of Alibaba's crisis management strategies, some consumers do not get accurate information in the first place, and others do not know it. When they answered the questionnaire,

they could not deeply understand and perceive the deep meaning of these crisis management strategies and the continuity of events, which may affect the accuracy of this study.

3.   The researchers conducted a questionnaire survey in August 2018 and distributed the questionnaire. Therefore, research can only represent a specific period of time, not all the time. Different nature and causes of crisis may have different impact on corporate reputation and customer purchase decision. Hence, future research may conduct on different type of crisis.

5.5 Recommendations for Application

1.   Findings of hypothesis 1 showed that in China, the reputation of corporate is very important in influencing consumers' e-shopping. The results of Hypothesis 1 showed that Chinese customers' attitudes towards Alibaba's crisis management strategy, including denial, evading responsibilities, reducing offensiveness, correction action, and mortification, significantly affect their corporate reputation.

In terms of image repair theory and reputation quotient, the results of multiple regression analysis also support the consistency of corporate image repair theory and previous studies. This paper emphasizes the direct impact of the perceived elements of corporate reputation: products and services, financial performance, market performance, vision and leadership, work environment, and social responsibility. The research data showed that the six aspects of corporate reputation perceived by consumers are mainly involved. Managers need to make appropriate strategies in dealing with corporate crisis. The fundamental survival of corporate is to repair the reputation part that will be threatened by crisis events purposefully. For consumers, especially for e-commerce corporations, the essence of reputation is: the relationship between corporations and consumers. The fundamental purpose of the study is to serve

corporate and consumers, especially for corporate reputation management, because if corporations do well in reputation management, customers will get higher satisfaction. High-quality products and services, good shopping experience and reputation are the key to build an excellent reputation for e-commerce, and also the basis for corporations to improve their capabilities and position in the industry. The result of analysis shows that the weighting coefficients of product and service, working environment and financial performance are relatively high, and the overall reputation index of Alibaba Group reaches Cronbach's Alpha=0.972, which is very high. At present, the biggest concern of Chinese website users online shopping is that they do not have confidence in the real value of goods and shopping platform. It is precisely because they do not have confidence that customers pay more attention to these factors. Although this phenomenon is determined by the level of development of China's e-commerce industry, but as China's e-commerce, the corporate must face up to this problem, pay more attention in products and services, and maintain the reputation of corporations in order to strengthen the trust and confidence of users in corporations. Only by maintaining a good reputation of corporations can consumers have trust in corporations when face of crisis events, and there will be no negative impact on the economy and normal operation of corporations economic loss.

2.   Hypothesis 2 findings   showed that Chinese consumers' perceived reputation

(products and services, work environment, environmental responsibility, financial performance, market performance, vision and leadership) has no significant impact on consumers' purchase intention. Hypothesis 3 findings showed that Chinese customers have no significant impact on Alibaba's crisis management. Strategic attitudes (Denial, Evading Responsibilities, Reducing

Offensiveness, Correction, and Mortification) did not have a significant impact on their customers' purchasing intentions. This case is suitable for corporations in the same industry. Although the research results represent the case of Alibaba, from the practical point of view, many enterprises can refer to Alibaba's strategy, method, time choice and multi-channel multimedia form in each reasonable crisis response. As well as the importance of consumers, to gradually establish their own corporate reputation. At the same time, balancing reputation from two aspects of consumer cognitive response and emotional response, adjusting according to the interaction of Manfred's two dimensions and reputation quotient, will achieve good corporate reputation promotion and maintenance. Corporations will encounter various crisis at all period during their development, especially in today's developed social media environment. Correct strategies to deal with crisis events and constantly strengthen the construction of corporate reputation will greatly enhance consumers' recognition of the corporate. Especially for the corporations of e-commerce platform, taking Alibaba as an example, the primary concern of corporate is to deal with the crisis correctly and to pay attention to consumers for a long time, and to what point the crisis event will threaten the reputation of Alibaba, and then to respond quickly. Therefore, in terms of product quality factors, how to improve the service, establish a good brand image, and do a good job in the multi-channel dissemination of corporate crisis events; the information provided to the outside world is truthful and reliable, strictly confidentiality of customer's personal information and provide a safe trading system; these will be the maintenance of the reputation of corporations in the future key points. Corporate that sell through the internet, should care about consumers' needs, pay attention to customers' complaints, provide perfect after-sales service guarantee, and provide customers with the latest information in time. In this way, like Alibaba Group, can continuously strengthen and improve their

competitive strength and perceived corporate capability in all aspects. Let

consumers form the perception of corporate reputation by judging the strength

of corporations, and establish the loyalty and trust.

5.6 Recommendations for Future Research

In the new media network environment, whether in theory or in business

circles, the attention to corporate reputation is not enough at present. Many functions

of corporate reputation are scattered in various functional departments, which has not

attracted enough attention. The reputation management of e-commerce enterprises is

still in the initial stage of research. Although many researchers and managers are

aware of the role of corporate reputation in enhancing customer trust, the

understanding and management of corporate reputation is still in the process of

exploration.

1. In the process of studying the factors affecting the reputation of Alibaba's e-
   commerce enterprises, the design of measurement indicators mainly refers to the
   indicators of non-online enterprises. In view of the great difference between
   e-commerce enterprises and non-online enterprises, the future research can
   conduct exploratory analysis and research on the evaluation indicators and
   influencing factors of e-commerce enterprises' reputation based on the
   characteristics of Internet enterprises. At the same time, we need to combine the
   characteristics of Internet consumers to study the driving factors of their
   purchasing intentions.

2. The research object of this paper is representative e-shopping platform enterprises,
   which have unique characteristics. Therefore, some of the indicators studied may
   not be applicable to other types of network enterprises. Therefore, future research
   can be carried out on other types of network enterprises, especially non-electronic
   online shopping enterprises. Industry reputation research, such as corporate
   reputation management of blog sites.

3. This paper adopts the form of sample survey in empirical research, without considering other special basic conditions of the respondents (such as nationality, region, education level, etc.). These basic conditions may also greatly affect their different perceptions and opinions on corporate reputation. Therefore, in the future, corporate reputation and corporate reputation will be greatly affected. The research on the influence of reputation on customers' purchasing intention can classify different types of customers and shopping experience, and provide theoretical basis for more network enterprises' reputation management.

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APPENDIX   A
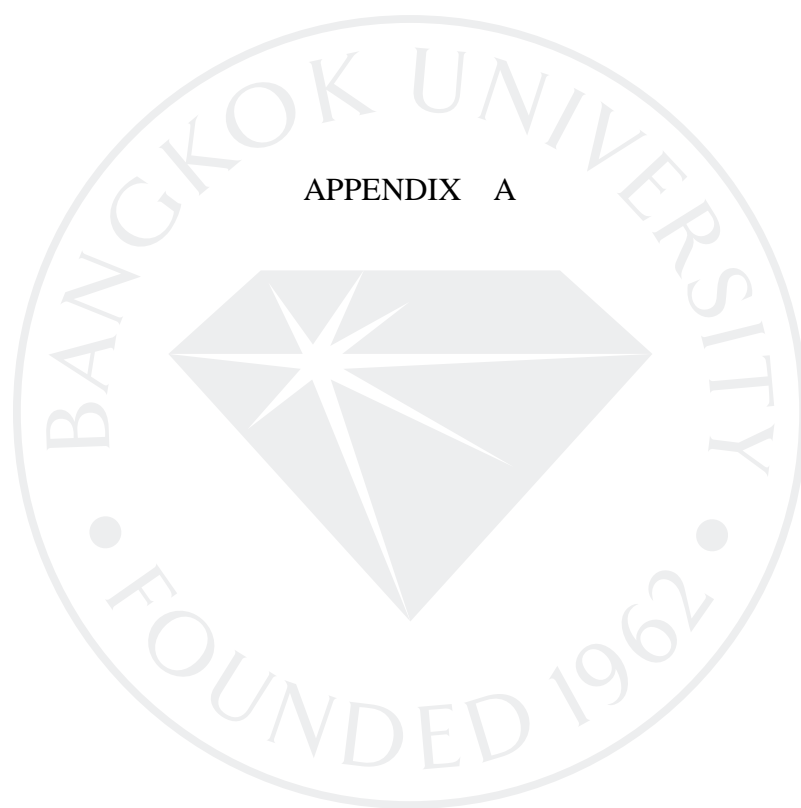
Questionnaire

This questionnaire is a partial fulfillment for the course ICA 701: Independent Study, enrolled in Master's Degree in Global Communication Program, Bangkok University. It aims to examine the impact of corporate crisis responses on the customers' corporate reputation and their purchasing intention after exposure to Alibaba' press publicity about their crisis situation. Please choose the answer that can best represent your opinion. Your answers will be treated confidentially for the researcher will be using the results of the surveys for educational purpose only. All the questions would be taken your 5 - 10 minutes.

Section 1: Data about demographic profile of the sample.

Please place a cross mark ∨) next the appropriate answer that can best represent your demographic profile.

Please choose the only one answer that best represents you or your behavior.

1. Gender of respondent:
  ☐ 1. Male ☐2. Female

2. Age of respondent:
  1). 15-19 years old 2). 20-24 years old 3). 25-29 years old
  4). 30-34 years old 5). 35-39 years old 6). 40 years old or more

3. Marital status:
  1). Single 2). Involved in a relationship 3). Married
  4). Divorced 5). Others (Please specify): …………………….

4. Occupation:
  1). Student 2). Government officer
  3). Private company employee 4). Public enterprise employee
  5). Freelancer 6). Entrepreneur
  7). Others (Please specify) …………………………….

5. Monthly income:
  1). Less than 5,000 Y 2). 5,001 - 10,000Y
  3). 10,001 - 15,000 Y 4). 15,001 - 30,000 Y
  5). More than 30,000 Y

6. How often do you make an online purchase per month?
  1). Less than 1 time 2). 1-3 times 3). 4-6 times 4). More than 6 times

7. What is your most favorite online shopping website? Please indicate the brand name of E-Commercial Website here:

1) Taobao 2) Jingdong 3) Amazon 4) others

For section 2 and 3, you need to add "question number" in front of each statement (measurement). This will allow you to make an accurate data entry and data analysis.

Section 2: Customer Attitude of Alibaba crisis Management Responds

Crisis Management etc. Image Repair Theory: From the video and clicks about Alibaba's CEO Jack Ma gave the public speech and talk show to show how Alibaba group to responses after crisis and the group responsibility.

https://www.youtube.com/watch?v=rojft7g2BSI

https://www.youtube.com/watch?v=8G4Z93yg_o8&t=461s

https://www.youtube.com/watch?v=A5Wvy9WOxwU

https://www.youtube.com/watch?v=Dly8WFf5ytA&t=1283s

This part of questionnaire would like to ask you about your perception of Alibaba's crisis management . By measuring Alibaba's Image Repair Strategy. Please give your opinions about Alibaba's Responds: Please put the cross mark (√) in the box that best represents your degree of agreement/disagreement on the following statements.

Statement			Alibaba Crisis Issue	Alibaba News Release (Response)	Your opinion about Alibaba response Level of Agreement /Disagreement				
IRT					Strongly Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree(4)	Strongly Agree(5)
Denial	8	*Simple Denial: did not do* （Alibaba just denial they don't sale fake goods)	March 2017, Taobao was complained by representatives of the NPC and CPPCC for "Fake goods"	To response this crisis, Jack Ma directly denied the accusation and gave a sharp rebuttal: Business owners did not manage their online agent channels yet, which cause large number of fake goods in the market. Business owners need to ask themselves.					
	9	*Shift the blame* (Alibaba shift the blame of selling fake goods)							
	10	*Provocation:* (Alibaba just provocation:	Exposed e-commerce platforms sell nuclear contaminated	Taobao quickly issued a statement that all exposed batches of problematic food					

Evading Responsibility									
		to response that it's someone else's actions for selling nuclear goods issue)	goods during CCTV 315.2017	had been removed from shelves, and all products currently on sale in Taobao had no problems, moreover, remind customers that there are still sale in other online platforms ,Please pay attention.					
Evading Responsibility	**11**	*Defeasibility:* (Alibaba lack of information about or control over the situation for selling nuclear goods issue)							
	12	*Accidental:* (Alibaba said it's not mean for it to happen for selling nuclear goods issue							
	13	*Good intentions:* (Alibaba treated this is meant well for selling nuclear goods issue)							
Reducing Offensiveness	**14**	*Bolstering:* (Alibaba pay more attention to users and rduce their worried for this issue)	Exposed e-commerce platforms sell nuclear contaminated goods during CCTV 315.2017	Taobao quickly issued a statement that all exposed batches of problematic food had been removed from shelves, and all products currently					

	15	*Minimize offensiveness of the act:* (Alibaba claim there is little damage from selling the nuclear goods issue)		on sale in Taobao had no problems, moreover, remind customers that there are still sale in other online platforms ,Please pay attention.					
	16	*Differentiati on:* (Alibaba compare act to similar ones for this issue)							
	17	*Transcenden ce:* (Alibaba placed act in a different context in this issue)							
	18	*Attack accuser:* (Alibaba challenge those who say there is a crisis in this case)							
	19	*Compensatio n:* （Alibaba offer money or goods in this issue)							
Correction Action	20	Alibaba restore situation to pre-act status and/or	Alipay Bills Hide Mandatory Terms and Invasion of	Alibaba very sincerely apologize, then give remedies and convey Alibaba's corporate culture and					

		promise change and prevent a repeat of the act in this crisis	Consumer Privacy . 2018	mission to consumers.					
Mortification	21	Alibaba apologize to the public about their mistake in this issue	Ali-game has page bugs that cause user complaints.2018	The Ali-game department apologized quickly, admitted that it was the negligence of their department, asked the game user to forgive and ensure that it did not happen again.					
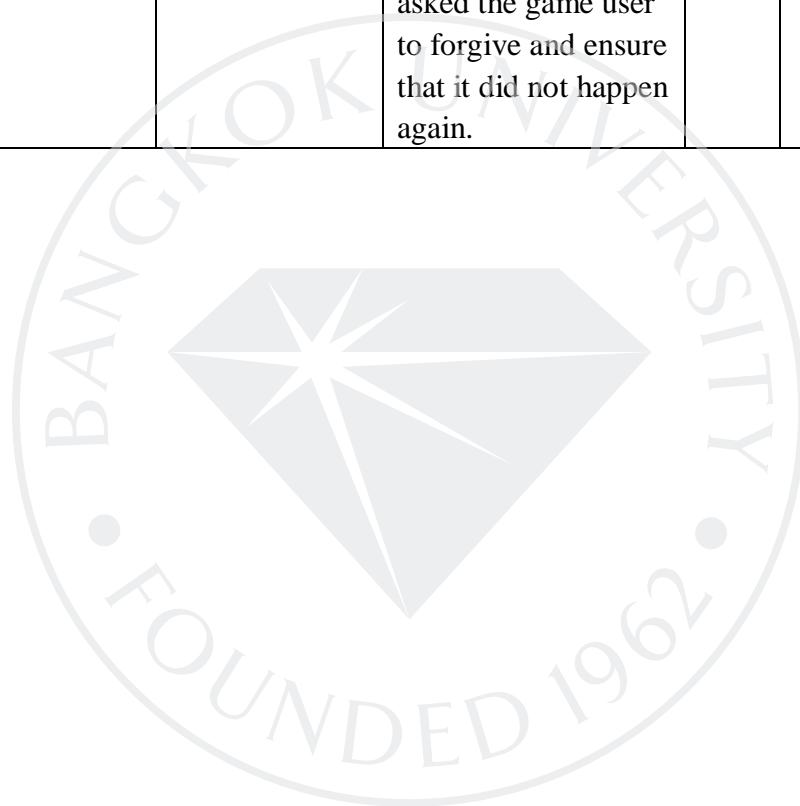
Section 3: Reputation Quotient: 6 factors and 18 items

Instruction: Put the mark $\sqrt{}$ in the box that best represents your level of agreement/disagreement regarding your perception of Alibaba's corporate reputation.

Statements	Strongly Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly Agree (5)
Products and Services					
22. The products sold in Alibaba are good quality.					
23. It's worthy to buy Alibaba Goods.					
24. Services provided by Alibaba are reliable.					
Workplace Environment					
25. Alibaba provides an excellent working environment.					
26. Alibaba hires excellent staff.					
27.Through news and Jack ma 's video ,Alibaba has a fair employee treatment.					
Social and Environmental Responsibility					
28. Alibaba always supports charity.					
29. Alibaba is responsible for the well-being of local communities.					
30. Alibaba's business is not harmful to environment.					
Financial Performance					
31. Alibaba usually makes low-risk investment.					
32. Alibaba maintains good profit records and earnings					
33. Through news and Jack ma 's video ,Alibaba surpasses other competitors in terms of financial					

performance.					
Market Performance					
34. Alibaba competes well with its competitors.					
35. Alibaba has a high market share.					
36. Alibaba effectively maintains its customer base.					
Vision and Leadership					
37. Alibaba's CEO Jack Ma has clear business goals.					
38. Alibaba's CEO Jack Ma has a great corporate vision for its future.					
39. Alibaba's CEO Jack Ma is well-known for his leadership.					

Source: Liu Liang.(2005). The composition of corporate reputation and the research of driving factors measurement. *Journal of Marketing,*129,1-141.

Section 4: Purchasing Intention: Intention to Purchase Alibaba products.

This part of questionnaire would like to examine your intension to purchasing Alibaba products in the future.

Direction: Please put the cross mark ($\sqrt{}$) in the box that best represents your degree of agreement/disagreement on the following statements.

Statements	Level of Agreement /Disagreement				
	strongly Disagree (1)	Disagree (2)	Neither agree nor disagree (3)	Agree (4)	Strongly Agree (5)
40. I am planning to purchase products in Alibaba.					
41. I will recommend Alibaba to someone who seeks my advice.					
42.Overall, I am satisfied with Alibaba and I will purchase again.					

. Summary of Crisis Management in Alibaba' Company in the 2017

Alibaba, as one of the best e-commerce platforms in China, will inevitably encounter problems in terms of user payment system security, authenticity and quality of products every year. There are some videos to show Alibaba group management and their great CEO Jack Ma to create Alibaba's great reputation:

https://www.youtube.com/watch?v=AH0IfJDRQ7M&t=688s

https://www.youtube.com/watch?v=lYGGpc2mMno&t=1177s

March 2017, Taobao was complained by representatives of the NPC and CPPCC about fake goods

Denial

During the Second Session of the National People's Congress. Huang Jianping, a deputy of the National People's Congress and chairman of Marco Polo Tiles, disclosed to the media a bill he was preparing to submit. He focused on the problem of cracking down on network counterfeiting and how to revitalize the real economy. To sum up, one sentence is: the real economy is not good, Ma Yun has "merit". "In Taobao, there are more than 300 stores with the banners of 'Marco Polo tiles' and 'Marco Polo bathroom'. Only two stores are authorized, the others are 'fake', and they are fake. The group itself only set up flagship stores in Tianmao, and all other stores were infringed by pseudonyms. This has seriously disrupted Marco Polo's price and service system, but also the bottom of the real economy.

Jack Ma, as the CEO of Alibaba, first responded to the crisis in the social media. First of all, we admit the responsibility, we also need to company's manage the brand.

(1) The responsibility of counterfeiting we assume, but the management of their own channels also have to bear the brand side) Secondly, Seize the wrong ideas of opponents, correct the concept.

(2) Taobao is one hundred percent of the real economy, the real economy do a good job with our "contributions") Finally, put the attitude, let the data to speak, that we have been working hard on counterfeiting.

(3) Fight fake is hardworking it's not a show, let us call for fight drunk

driving as fake.

Fighting still cannot be taken lightly, always concerned about the dynamic response to the fastest speed, do not give the media ferment, suspicion of the time.

So in the absence of a large area of concern about this "proposal", Taobao already responded that when people come back, I saw this is "drip leak" response.

In the "proposal" only a few sporadic, Ali's response in addition to double micro has been around the network. So, the public is to see Ali's "achievements."

Jack Ma for the first time in the social media crisis Alibaba for PR, what signal passed? Ali tried hard to tear off the scar of "fake goods".

(1) Severely punished the drunk driving effect is significant, proving the obvious role of the judiciary.

(2) Foreign countries have made great efforts to punish counterfeiting and selling goods, and have achieved remarkable results.

(3) China's punishment for selling fake goods is not enough. Take Taobao for example.

(4) Accused people's congress, you just put the cart before the horse, this is "mouth rule", not "rule of law."

Jack Ma used this reply although not with any emotional color, in fact, very sharp. That is: "NPC and CPPCC members, when you are proposing or making speeches, I suggested that you should do a basic survey to really perform your duties as a representative, rather than having to talk to the media." Ali's PR is indeed very sharp.

In this issue, Alibaba used the denial method of image restoration theory to deny the irrationality of its accusation directly, and transferred the accusation to the other side. The warning was that the enterprise itself did not manage its own channel sales well. What Alibaba provided was the platform. The enterprise's random authorization to the agent led to a lot of fake products online. Alibaba has closed many unqualified agents, but the enterprise itself must to do a good job in the key authorization management.

https://www.guancha.cn/economy/2017_03_05_397236.shtml

Exposed e-commerce platforms sell nuclear contaminated goods during 315, 2017

Reducing offensiveness.

CCTV 315 reported that on March 11, 2011, Japan was hit by a tsunami and a serious nuclear leak occurred at Fukushima Daiichi Nuclear Power Station. The nuclear accident that shocked the world caused widespread pollution in the surrounding areas of Fukushima. In order to ensure the food safety of the people, the Chinese government also promulgated relevant laws and regulations for the first time, forbidding the importation of food produced in the area around the accident. Six years later, Japanese food from nuclear-contaminated areas has quietly appeared in the domestic market. Shenzhen Municipal Market Inspection Bureau found that more than 13,000 online businesses suspected of selling Japanese nuclear-contaminated food have preliminary statistics, and they will launch a comprehensive clean-up action to address this problem. Taobao, as the largest e-commerce platform, may also involve the sale of nuclear-contaminated food in daily newspapers. Twenty-five minutes after the incident, Taobao quickly issued a statement that all exposed batches of problematic food had been removed from shelves, and all products currently on sale in Taobao had no problems, please rest assured.

The logic of the whole response is clear, and the positive response and the way of reducing hostility are used from the theory of image restoration: 1. Taobao has been actively acting on this issue, responding positively to the negative report of CCTV 315; 2. The statement to consumers also supplements the report content of CCTV 315, telling consumers what food will be involved in nuclear pollution at present. Strengthen support and remind the public that there are still important things to pay attention to; 3. The food on Taobao platform has long been off the shelves, but other platforms are still selling. This kind of public relations practice weakens the seriousness of the enterprise crisis and distinguishes it from other platforms to enhance its brand reputation.

Most noteworthy of all, Taobao responded very quickly to the crisis, basically

within 25 minutes after the CCTV 315 evening report mentioned relevant topics. As we know, the general response time of crisis public relations is defined in 2 hours, so Ali's public relations has done a lot of preparatory work in the early stage.

http://www.sohu.com/a/128999643_118881

Figure: Weibo Response of Alibaba Platform Governance Department to CCTV315

APPENDIX B （**Questionnaire in Chinese** ）

本调查问卷是曼谷大学 ICA701 全球传播硕士学位课程的独立研究课程。这次调查的目的是研究企业危机管理措施对企业的声誉和客户购买意愿的影响，调查您对阿里巴巴在经历每一次企业危机爆发后进行危机处理的看法，同时探讨在新媒体环境下阿里巴巴集团的危机应对策略对修复企业形象和用户的购买意愿的影响和关系。请选择最能代表您意见的答案。您的答案将被保密处理，因为研究人员将使用调查结果仅用于教育目的。
感谢您的热心参与，谢谢您！

第一部分：人口数据样本
请根据您的实际情况填写个人资料，在相应选项的数字代码前面打（V）。
1.性别
  ☐ 1. 男　　　☐2. 女
2. 年龄：
  1)．15-19 岁　 2)．20-24 岁　 3)．25-29 岁
  4)．30-34 岁　 5)．35-39 岁　　6)．40 岁以上
3. 婚姻状况：
  1)．单身　　　 2).恋爱　 3)．已婚
  4)．离异　　　　 5).其他….
4. 职业：
 1).学生　　　　　　　 2)．公务员
 3).私人企业职员　　　　 4)．国有企业职员
 5).自由职业者　　　 6)．企业家
 7).其他
5.月收入：
 1)．低于 5,000 RMB　　　 2)．5,001 - 10,000 RMB
 3)．10,001 - 15,000 RMB　　 4)．15,001 - 30,000 RMB
 5)．高于 30,000 RMB

6 您每月网购的频次是怎样的？
 1)．少于一次 2).1-3 次 3)．4-6 次 4)．多于 6 次

7. 您平时最喜欢的购物网站是什么？

2）淘宝　 2）京东　 3）亚马逊　4)其他（小红书，苏宁等）

第二部分：客户对阿里巴巴危机管理策略的态度即形象修复理论的应用：点击关于阿里巴巴 CEO 马云在相关报道中的公开演讲和谈话，从而展示阿里巴巴集团如何应对危机管理策略维护其企业声誉。

https://www.youtube.com/watch?v=rojft7g2BSI

https://www.youtube.com/watch?v=8G4Z93yg_o8&t=461s

https://www.youtube.com/watch?v=A5Wvy9WOxwU

https://www.youtube.com/watch?v=D1y8WFf5ytA&t=1283s

问卷的这部分是想问你对阿里巴巴危机管理的看法，以此来衡量阿里巴巴的形象修复策略是否得当。请给出您对阿里巴巴危机事件后采取回应的意见：请在最能代表您对以下声明的同意/不同意程度的方框中打上叉号（✓）。

| 情况说明 | | | | | 您对事件的看法：
非常不同意—非常同意 | | | | |
形象修复理论 应用			阿里巴巴 危机事件	阿里巴巴对危机事件做出的公众回应	非常不同意 (1)	不同意 (2)	保持中立 (3)	同意 (4)	非常同意 (5)
拒绝否认	8	*简单否认：没有*(阿里巴巴没有卖假货)	2017 年 3 月，在两会上，参会代表马可波罗老板投诉淘宝卖"假货"，渠道代理有问题。	为了应对这场危机，马云直接否认了这一指控，并给出了尖锐的反驳：企业主自己没有管理好自己的在线代理渠道，这导致了市场上大量的假货。马可波罗自身给渠道的授权有问题，需要自问。					
	9	*转移责任*(阿里巴巴将责任转移给他人)							
逃避责任	10	*挑衅*(阿里巴巴挑衅说这只是别人出售的食品，与自己无关。)	2017 年 3.15 保护消费者打假晚会上，淘宝被爆出目前在线销售日本的有些被核污染的有害食品。	淘宝迅速发表声明说，所有暴露出有问题的食品批次，都已经迅速从货架上撤下，目前淘宝正在销售的所有产品都没有问题；					
	11	*不可控制性：*(阿里巴巴对此被核污染的产品销售情况撤销缺乏了解或控制。)							
	12	*仅仅是意外*(对销售这些核污染食品		另外，并友情善意的					

		觉得是一次意外事件。)		提醒消费者,目前还有其他在线平台在销售这些有害的食品,请消费者在其他在线平台购买时务必要注意。					
	13	*善意谎言* (阿里巴巴觉得这反而是销售的好办法。)							
减少 攻击性	14	*改善加强* (阿里巴巴更加关注用户,关注此次事件)	2017 年 3.15 保护消费者打假晚会上,淘宝被爆出目前在线销售日本的有些被核污染的有害食品。	淘宝迅速发表声明说,所有暴露出有问题的食品批次,都已经迅速从货架上撤下,目前淘宝正在销售的所有产品都没有问题; 另外,并友情善意的提醒消费者,目前还有其他在线平台在销售这些有害的食品,请消费者在其他在线平台购买时务必要注意。					
	15	*较少行为攻击性* (阿里巴巴声称,出售核产品几乎没有伤害,没关系。)							
	16	*差异化* (阿里巴巴与此对比并区别于其他企业的做法)							
	17	*超越性:* (阿里巴巴在此事件中超越其他企业的做法)							
	18	*攻击主要肇事者:* (阿里巴巴攻击针对此次事件的那些谣言者们)							
	19	*补偿* (阿里巴巴对受害的消费者进行补偿)							

	20	阿里巴巴将情况恢复到行动前的状态和/或承诺的变化，并防止在这场危机中重复行动。	2018 年，支付宝被爆在线购物时，用户账单隐藏了强制性条款和侵犯消费者隐私。	阿里巴巴非常真诚的道歉，之后并给予消费者补偿和购物交易时的补救措施，并向消费者传达阿里巴巴的企业文化和使命。					
纠正措施									
谦卑，坦诚不会顾及面子	21	阿里巴巴就他们在这个问题上的错误向公众道歉	2018 年阿里巴巴的游戏页面首页出现错误导致用户投诉。	阿里巴巴的游戏部门负责人及运营人员迅速道歉，承认这是他们部门的疏忽，恳请游戏用户原谅并确保不会再发生这样的情况。					

第三部分 测量企业的声誉商数：共包含六个方面，18 项问题内容设置。

说明：在最能代表您对阿里巴巴公司声誉的看法的同意/不同意程度的方框中打√。

相关问题	非常不同意（1）	不同意（2）	中立意见（3）	同意（4）	非常同意（5）
产品和服务					
22. 阿里巴巴在售的产品质量都很好					
23. 阿里巴巴的产品很值得购买					
24. 阿里巴巴的产品服务也很好					
工作环境					
25. 阿里巴巴提供很好的工作环境					
26. 阿里巴巴招聘的都是精英人士					
27. 通过阿里巴巴的新闻及口碑马云对待员工很公平					
社会责任					
28. 阿里巴巴经常支持参加慈善活动					
29. 阿里巴巴对本地社区公益非常负责任。					
30. 阿里巴巴的业务并没					

造成环境污染破坏生态。					
财务表现					
31．阿里巴巴通常进行低风险的投资运作					
32．阿里巴巴保持良好的财务记录和盈利。					
33．通过新闻和马云的视频，阿里巴巴在财务表现上超越了其他竞争对手。.					
市场表现					
34．阿里巴巴与其竞争对手竞争关系很好。					
35．阿里巴巴拥有很高的市场份额（占有率）					
36．阿里巴巴有效地维护了其客户群。					
领导力和企业愿景					
37．阿里巴巴的首席执行官马云有明确的商业规划和目标。					
38．阿里巴巴首席执行官马云对其未来有着很好的企业愿景，蓝图。					
39．阿里巴巴首席执行官马云以其卓越的领导能力而闻名。					

资料来源：刘亮（2005）。企业声誉的构成及驱动因素的测量研究。市场营销杂志，129，1-141.

第四部分购买意向：中国消费者对购买阿里巴巴产品的意向。

本部分问卷旨在探讨您未来购买阿里巴巴产品的意愿。

说明：请在最能代表您对以下陈述的同意/不同意程度的方框中打叉号（√）。

情况说明	您得意见：同意---不同意				
	非常不同意 (1)	不同意 (2)	保持中立 (3)	同意 (4)	非常同意 (5)
40. 我将会在阿里巴巴（淘宝）上购买所需的产品。					
41. 我会给我的朋友们推荐阿里巴巴购物平台。					
42. 总之我对阿里巴巴很满意会继续在淘宝上购物消费。					

在次真诚感谢您的参与，感谢您付出的宝贵时间！

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