

2012

CRISIS MANAGEMENT
IN THE MICROBLOG ERA

Microblogging exploded onto the Chinese Internet scene in 2010. As an important social media and online communications platform, microblogs have come to play a pivotal role not only in brand marketing but also in breaking and amplifying crises and scandals. **It became clear in 2012 that microblogs are now the main platform for disseminating news and guiding public opinion. How far a crisis spreads and how long it lingered on microblogs determined the crisis' severity. If the news isn't on Chinese microblogs, then it hasn't reached crisis level yet.**

To build on the success of the first white paper released in January 2011, Ogilvy PR and CIC have jointly released this second white paper, “2012 Crisis Management in the Microblog Era,” which explores how brands, companies and agencies can better understand and leverage social media platforms in times of crisis.

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Chapter I

Review of Major Crises in 2012

Chapter I Review of Major Crises in 2012

1.1 Top 10 Public Credibility Crises

1.2 Top 10 Personal Crises

1.3 Top 10 Brand Crises

1.1 Top 10 Public Credibility Crises

8 out of the 10 microblog crises were also among the top 10 traditional crises. On both lists, more than half of crises were related to public officials. Microblogs now play an important role in tackling corruption.

| Crisis | Month | Role of Microblog | Microblog Posts | Crisis | Month | Media Reports |
|--|-------|---|-----------------|---|-------|---------------|
| Indecent video of Lei Zhengfu exposed | Nov | Started from forum; microblog triggered lots of buzz | 2,081,853 | Wang Lijun incident | Feb | 2,040,000 |
| Wang Lijun incident | Feb | First exposed on microblog; hot topic of discussion | 1,681,094 | Harbin bridge collapse | Aug | 518,000 |
| Child abuse in Wenling, Zhejiang | Oct | First exposed on microblog; hot topic of discussion | 1,480,708 | Golden rice trial scandal | Aug | 486,000 |
| Rainstorm caused 77 deaths in Beijing on 21 July | July | First exposed on microblog with constant updates on official microblogs | 1,107,523 | Rainstorm caused 77 deaths in Beijing on 21 July | July | 356,000 |
| Bo Xilai scandal | April | Triggered lots of buzz | 1,005,280 | Child abuse in Wenling, Zhejiang | Oct | 305,000 |
| Luxury watches scandal of the smirking director in Shanxi | Aug | First exposed on microblog; the director participated in a micro-interview which caused lots of discussions | 875,289 | Indecent video of Lei Zhengfu exposed | Nov | 295,000 |
| Woman in Ankang forced to abort unborn baby at 7 months of pregnancy | Jun | Triggered lots of buzz | 621,363 | Luxury watches scandal of the smirking director in Shanxi | Aug | 290,000 |
| Golden rice trial scandal | Aug | First exposed on microblog; hot topic of discussion | 574,241 | Official investigated for owning 21 houses in Guangzhou | Oct | 186,000 |
| Harbin bridge collapse | Aug | Triggered lots of buzz | 433,558 | Mayor of Lanzhou City involved in luxury watches scandal | Dec | 104,000 |
| Police chief protects drunk-driving son | Oct | Triggered lots of buzz | 171,392 | Police chief protects drunk-driving son | Oct | 82,400 |

Note: Data is from Jan 1 – Dec 31, 2012. The number of media reports is taken from Baidu's search engine results; the number of microblog posts is the total number of posts on Sina Weibo. Crises marked in orange are those that originated from microblogs.

Summary of Public Credibility Crises

Microblogs played an important part in the spread of public credibility crises in 2012. Some notable corruption cases were exposed on microblogs, where they attracted a large number of spectators and sparked widespread discussion. When the crises moved from online to offline, the offenders were eventually punished.

Microblogs are proving to be an useful tool in fighting corruption, compared to the traditional approach of reporting incidents via phone or mail. Once negative information appears on microblogs and is retweeted by KOLs, it can spread at a rapid speed and cause a lot of discussion. After the exposure of an indecent video, it only took 63 hours for Lei Zhengfu to be suspended.

On microblogs, netizens can combine forces to investigate the evidence to expose corrupt officials. In the two luxury watches scandals, government officials, Yang Dacai and Yuan Zhanting, were exposed and human flesh searched by netizens.

Indecent Video of Lei Zhengfu



Wang Lijun Incident



Luxury Watch Scandal



1.2 Top 10 Personal Crises

8 out of the top 10 crises on microblogs and in traditional media are identical. 8 out of the 10 crises (on list on left) originated from microblogs, and spread rapidly after being exposed. In these cases, the comments and actions of public figures enraged netizens, which rapidly escalated them to crisis level.

| Crisis | Month | Role of Microblog | Microblog Posts |
|---|-------|--|-----------------|
| Fang Zhouzi accuses Han Han of using a ghostwriter | Jan | First exposed on microblog; hot topic of discussion | 7,291,355 |
| Wang Shi divorces for actress Tian Pujun | Oct | First exposed on microblog; hot topic of discussion | 393,939 |
| Rumor about Han Han's extramarital love affair | Sep | Started on forum; suspected actress posted on Sina Weibo, triggering widespread discussion | 181,128 |
| Famous actor Wang Zhiwen caught drunk driving | Oct | Started on microblog forum, creating hot discussion | 128,611 |
| Professor of Peking University insults people of Hong Kong after MRT incident | Jan | Started on video website; microblog triggered lots of buzz | 128,554 |
| Academic Star Yu Dan booed at Peking University | Nov | First exposed on microblog; hot topic of discussion | 54,451 |
| Fang Zhouzi questioned Luo Yonghao on illegal school | Jan | Sina Weibo was the main platform for hot discussion | 49,440 |
| Pan Shiyi involved in divorce rumor | Oct | First exposed on microblog; hot topic of discussion | 28,016 |
| Zhang Shaogang spites a female candidate who returned from abroad | Jan | First exposed on microblog; hot topic of discussion | 21,424 |
| CCTV Yang Rui's anti-foreigner rant | May | Yang Rui posted on microblog which triggered lots of buzz | 19,766 |

| Crisis | Month | Media Reports |
|---|-------|---------------|
| Wang Shi divorces for actress Tian Pujun | Oct | 409,000 |
| Fang Zhouzi accuses Han Han of using a ghostwriter | Jan | 134,000 |
| Famous actor Wang Zhiwen caught drunk driving | Oct | 40,700 |
| Rumor about Han Han's extramarital love affair | Sep | 33,300 |
| Academic Star Yu Dan booed at Peking University | Nov | 2,150 |
| Zhang Shaogang spites a female candidate who returned from abroad | Mar | 1,950 |
| Pan Shiyi involved in divorce rumor | Oct | 1,720 |
| Zhang Jie suspected of pocketing donations from netizens | Mar | 1,470 |
| Students at Guo Degang beat candid reporters | Jan | 1,450 |
| Fang Zhouzi questioned Luo Yonghao on illegal school | Jan | 1,180 |

Note: Data is from Jan 1 – Dec 31, 2012. The number of media reports is taken from Baidu's search engine results; the number of microblog posts is the total number of posts on Sina Weibo. Crises marked in orange are those that originated from microblogs.

Summary of Personal Crises

On one hand, celebrities are able to extend their influence through microblogs, by sharing snapshots of their lives and communicating with fans directly. On the other hand, negative news about their personal lives are also easily exposed to the public through this channel. The divorce rumors of Wang Shi and Pan Shiyi were generated from microblog and quickly became the hot topic of gossip at that time.

Personal crises often end up affecting companies and organizations. Microblogs are a platform for netizens to freely express themselves. However, for celebrities, whatever they do or say can be closely linked to their respective companies and organizations. After the Wang Shi's divorce, the Cheung Kong Graduate School of Business became a popular keyword, with lots of online discussions of how lots of rich and powerful men have found themselves new girlfriends at this school. Similarly, the popular TV show Just Belong to You, hosted by Zhang Shaogang, was boycotted by netizens after Zhang spited a female candidate who returned from overseas.

Zhang Shaogang spites a female candidate returning from overseas



Wang Shi's divorce



Fang Zhouzi accuses Han Han of using a ghostwriter



Note: Pictures above are all from the Internet

1.3 Top 10 Brand Crises

8 out of the top 10 crises on microblogs and traditional media are identical. 8 out of 10 of these crises were food safety related. FMCG brands often attract more attention than the rest as crises in this category range in the high awareness level. It's easy for a single brand's crisis to affect its entire industry, due to the high speed of spread via microblogs.

| Crisis | Month | Role of Microblog | Microblog Posts |
|---|-------|---|-----------------|
| Giugui liquor found to contain plasticizers | Nov | First exposed in print, then triggered lots of buzz | 1,686,641 |
| Guizhentang's IPO plan was blocked after being exposed for extracting bile from live bears | Feb | First exposed on microblog; hot topic of discussion | 1,234,486 |
| KFC involved in instant-grow chicken scandal | Dec | First exposed on the Internet, triggering lots of buzz | 843,937 |
| Traditional yogurt exposed for adding industrial gelatin | Apr | Zhao Pu exposed this scandal first on microblogs, causing widespread discussion | 784,448 |
| Pesticide residue found in Lipton tea | Apr | First exposed by ENGO; microblog triggered lots of buzz | 764,672 |
| Mao Tai involved in plasticizers scandal | Dec | First exposed on microblog; hot topic of discussion | 669,758 |
| McDonald's exposed by CCTV on 15 March for selling expired food | Mar | McDonald's apologized on microblog, triggering lots of buzz | 388,995 |
| Fang Zhouzi questioned 360 on invasion of customers' privacy | Oct | Fang raised the question on microblog, triggering lots of buzz | 376,272 |
| Mengniu exposed for tampering with production date of milk | Aug | Triggered lots of buzz | 232,368 |
| Xiuzheng Pharmaceutical Industry Group involved in drug capsules scandal | Apr | Spread quickly and triggered lots of buzz | 176,336 |

| Crisis | Month | Media Reports |
|--|-------|---------------|
| Giugui liquor found to contain plasticizers | Nov | 1,440,000 |
| Mao Tai involved in plasticizers scandal | Dec | 1,120,000 |
| KFC involved in instant-grow chicken scandal | Dec | 1,100,000 |
| Vanke Group involved in poisonous floor incident | Feb | 670,000 |
| Xiuzheng Pharmaceutical Industry Group involved in drug capsules scandal | Apr | 661,000 |
| Guizhentang's IPO plan was blocked after being exposed for extracting bile from live bears | Feb | 219,000 |
| Fang Zhouzi questioned 360 on invasion of customers' privacy | Oct | 51,000 |
| Traditional yogurt exposed for adding industrial gelatin | Apr | 32,000 |
| Mengniu exposed for tampering with production date of milk | Aug | 28,800 |
| Zhang Yu wine involved in pesticide scandal | Aug | 28,700 |

Note: Data is from Jan 1 – Dec 31, 2012. The number of media reports is taken from Baidu's search engine results; the number of microblog posts is the total number of posts on Sina Weibo. Crises marked in orange are those that originated from microblogs.

Summary of Brand Crises

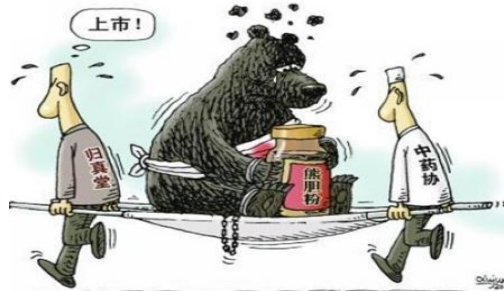
A brand's crisis can easily escalate into an industry-wide crisis. Netizens lack confidence about the state of China's food safety, rendering this an extremely sensitive topic. With negative news able to spread at such high speed on microblogs, brand crises can now escalate faster than ever before.

Microblogs are an important platform on which brands can monitor public sentiment and respond to crises as soon as possible. Microblogs amass a huge amount of information from netizens, enabling brands to monitor and understand consumers' concerns. As crises are exposed, brands that respond via their official microblogs can help pacify disgruntled netizens. Coupled with remedial measures offline, it's possible to diffuse crises in a short time.

Jiugui liquor found to contain plasticizers



Guizhentang's IPO plan blocked due to exposure of its extracting bile from live bears



Xiuzheng Pharmaceutical Industry Group involved in drug capsules scandal



Chapter II

Crisis Management Case Studies in 2012

2.1 DON'Ts : Crises that could have been better handled

Guizhentang Pharmaceutical Corporation Crisis

Jiugui Liquor Plasticizer Crisis



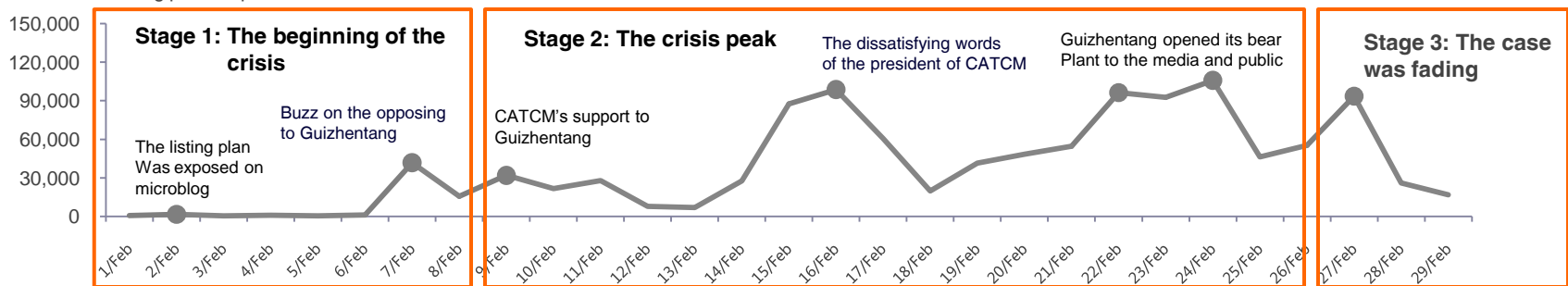
Guizhentang Pharmaceutical Corporation Crisis

TIMELINE

- Feb 2011** News of Guizhentang's planned listing was revealed on Yu Jichun's microblog, an influential media account. The public strongly objected to Guizhentang's technique of extracting bile from live bears, leading to the cancelation of its planned listing.
- 02 Feb 2012** News of Guizhentang's planned listing was leaked again by an influential media microblog account and was reposted on microblogs by many KOLs. This triggered the crisis. [Link](#)
- 09 Feb 2012** The China Association of Traditional Chinese Medicine (CATCM) strongly supported Guizhentang's planned listing, which was boycotted by netizens. [Link](#)
- 11 Feb 2012** Results from a microblog vote led to suspicions that Guizhentang was asking fake fans for support them. [Link](#)
- 16 Feb 2012** The president of CATCM, Fang Shuting, said, "The technique of extracting bile from live bears is as simple as opening a water faucet." His words were quoted on microblogs by many influential media. [Link](#)
- 22 Feb 2012** Guizhentang invited about 200 media reporters to visit their bear farm. [Link](#)
- 24 Feb 2012** Guizhentang opened up to 8 members of the social media public. [Link](#)
- 27 Feb 2012** The founder of Guizhentang, Qiu Shuhua, responded to the media that she regretted the decision to publicly list Guizhentang. [Link](#)
- 16 Aug 2012** Guizhentang announced that its listing was legally sanctioned and was going ahead with it. [Link](#)

Guizhentang Case Buzz Trend on Microblog, Jan 01 – Feb 29, 2012

Unit: 1 microblog post / repost



*Source: CIC IWOM Data Panel, from Feb 01 – Feb 29, 2012, 1,130,394 related posts and reposts in total on Sina Weibo microblog.

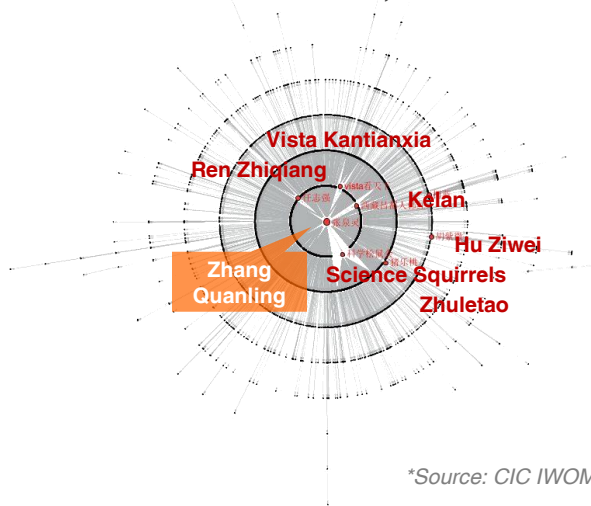
Posts by KOLs accelerated the spread of the crisis, media posts on microblogs steered public opinion

- 7 Feb: CCTV presenter Zhang Quanling expressed her sympathy for the bears and spoke out against Guizhentang's listing on her microblog, generating more than 50,000 reposts and comments. [Link](#)

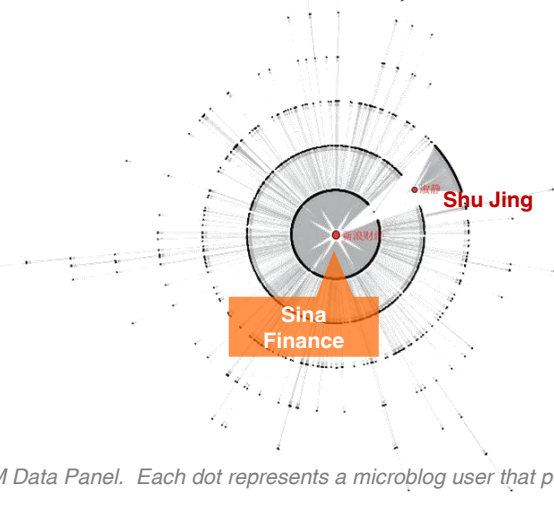
- 16 Feb: Sina Finance's official microblog, an influential media account, revealed that the president of CATCM said, "The technique of extracting bile from live bears is as simple as opening a water faucet." This generated more than 10,000 reposts and comments. [Link](#)

- 23 Feb: Yang Lan said on her microblog that she was skeptical of the journalists' visit to Guizhentang's bear farm. Her post was reposted by many KOLs. [Link](#)

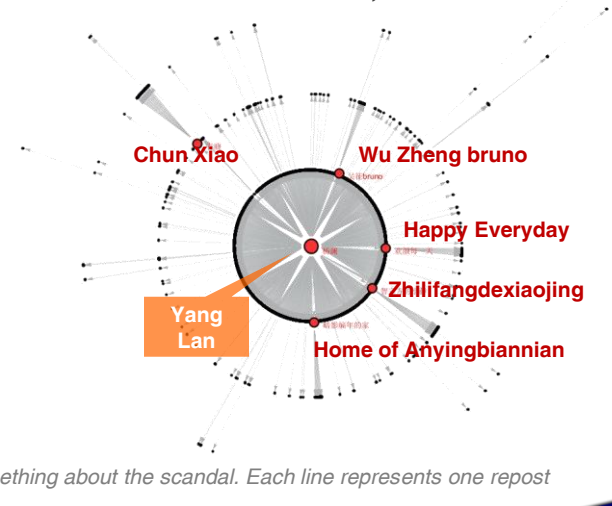
Posts: 41,272
Comments: 9,322



Posts: 7,581
Comments: 3,075



Posts: 5,505
Comments: 1,980



*Source: CIC IWOM Data Panel. Each dot represents a microblog user that posted something about the scandal. Each line represents one repost

Slow response and traditional PR worsened the crisis, even the creation of an official microblog account later could not remedy the crisis



Guizhentang's crisis on microblog

2-7 Feb: Guizhentang's public listing plan was posted by many influential media and rejected by netizens because of the "bear bile technology."

16 Feb: The CATCM strongly supported Guizhentang, which was boycotted by netizens.

22 Feb: Guizhentang manager's words were exposed on a microblog, then reposted and blamed by netizens.

24 Feb: News on Guizhentang's bear plant was posted on Guizhentang's official microblog and rejected by netizens.



Netizens reject buzz share

86%

97% ↑

98% ↑

98% →

Guizhentang's online responses

11 Feb: Guizhentang was suspected of asking fake fans to vote online.

18 Feb: Guizhentang sent out an invitation to the public media via its official website

23 Feb: Guizhentang created an official Sina Weibo account and posted related news about its bear plant.



Guizhentang's offline responses

22 Feb: Guizhentang invited about 200 media organizations to visit its bear plant.

24 Feb: Guizhentang invited 8 public social media users to visit its bear plant.

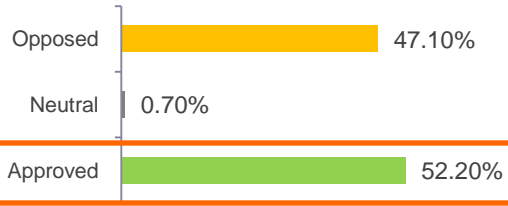
27 Feb: Qiu Shuhua responded to the media and said she regretted listing her company.

Hiring fake fans to help vote caused a greater crisis for Guizhentang

Results of a vote asking, “Do you support Guizhentang’s planned public listing?” were completely out of sync with netizens’ true feelings. Most of its supporters were fake fans, stolen accounts and even dead people’s accounts, which triggered a greater negative impact.

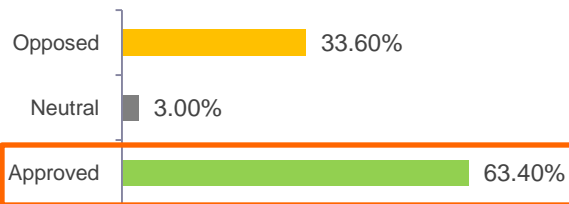
Voting results affected by fake fans:

- 11 Feb, Organized by Sina Environment Protection (39,861 votes) [Link](#)



*Source: Vote results from microblog, from Feb 11 – March 7, 2012

- 15 Aug, organized by Securities Times (65,357 votes) [Link](#)



*Source: Vote results on microblog, from Aug 15 – Dec 31, 2012

Netizens’ comments:

Microblog user: OMG, Guizhentang must be using fake fans to vote, what an unreasonable result!

Microblog user: Guizhentang is so detestable – using fake fans!

Microblog user: It must be a fraud! I can’t believe Guizhentang’s behavior. It’s all for money.

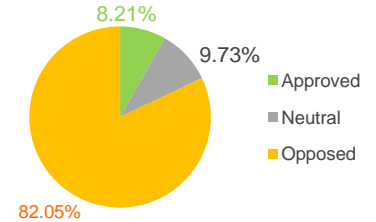
Microblog user: I can’t believe they got fake fans to vote!

Microblog user: Guizhentang must have hired fake fans to vote!

Microblog user: I totally oppose Guizhentang’s behavior. It is the opposite of social civilization.

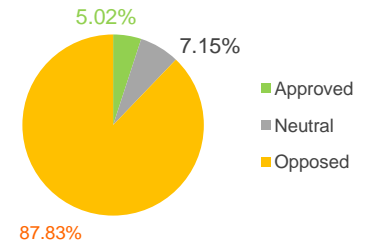
Netizens’ sentiment show:

- Would you buy bear bile products ?



*Source: CIC IWOM Data Panel, 2,832,912 posts

- Do you support Guizhentang?



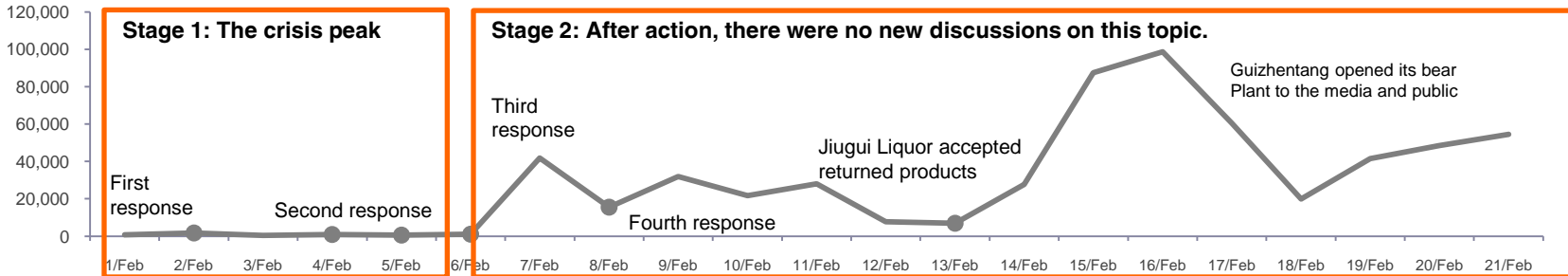
*Source: CIC IWOM Data Panel, 1,181,616 posts

JIUGUI LIQUOR PLASTICIZER CRISIS

TIMELINE

- 19 Nov** 21st Century website claimed that there was plasticizer found in Jiugui Liquor, which was 260% above its limit. This was then posted on microblogs by many influential media.
- 19 Nov** After the post on Tianya community, CADA announced that most wine products in China contained plasticizer.
- 19 Nov** Jiugui Liquor Corporation responded in the afternoon and said they were not sure whether Jiugui Liquor had been tested for quality. The company suspended all trading.
- 21 Nov** AQSIQ announced the initial test results and confirmed that there was plasticizer in Jiugui Liquor, which was 247% above standard levels.
- 21 Nov** Jiugui Liquor apologized through their official website and microblog, but emphasized that plasticizer was not an item evaluated in the national quality test. [Link](#)
- 22 Nov** The video of a CCTV interview with Jiugui Liquor's vice president was posted on a microblog and reposted by many netizens. [Link](#)
- 23 Nov** Jiugui Liquor announced through their microblog that they would strengthen their management. [Link](#)
- 25 Nov** Jiugui Liquor said they had found the three main sources of plasticizer. [Link](#)
- 30 Nov** Jiugui Liquor accepted the returned products, and the buzz began to die down. [Link](#)

Unit: 1 microblog post/repost



*Source: CIC IWOM Data Panel, from Nov 18 – Dec 8, 2012 1,578,603 related posts and reposts in total on Sina Weibo microblog.

Jiugui Liquor Plasticizer Crisis: Refusing to apologize for initial response led to huge negative buzz

Crisis case



Nov 19 It was exposed that plasticizer content of Jiugui Liquor exceeded the standard limit.



Nov 21 AQSIIQ confirmed that the plasticizer content of Jiugui Liquor was 247% of the standard level



Nov 23 Jiugui Liquor crisis was intensified by media and microblog



Nov 25, Jiugui Liquor crisis became an ongoing focus of media and microblogs

Netizens' sentiment

■ Positive ■ Neutral ■ Negative



Response attitude

First response: **evaded** and **denied** the issue, transferred the crisis to the wine industry

Second response: **apologized** but **did not admit** fault, ignored the plasticizer test

Third response: **apologized** again, announced they would strengthen company management

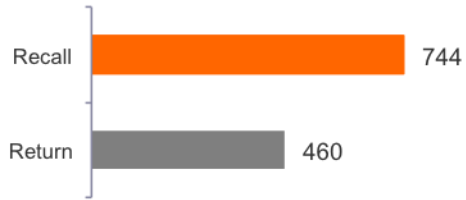
Fourth response: announced the sources of plasticizer had been found, but did not show their **determination to rectify the issue**.

*Source: CIC IWOM Data Panel, the sample data of above charts was 300, 883, 114 and 300 posts and reposts on Sina Weibo respectively.

JIUGUI LIQUOR PLASTICIZER CRISIS: Ignorance of using official microblog to clarify matters led to ongoing negative sentiment from netizens.

JIUGUI LIQUOR'S solution was not well known by the public and the buzz volume around the solutions was relatively low. Netizens paid more attention to the "recalled" but not the "returned" products.

Unit: 1 microblog post/retweet



*Source: CIC IWOM Data Panel, 1,204 related posts and reposts in total on Sina Weibo microblog on Nov 30, 2012

闻一哥: Just return but not recall the wine, what a silly decision. [Link](#)

During the Jiugui Liquor crisis, netizens were dissatisfied with government's lack of action and believed Jiugui Liquor should be punished.

卫庄

The person linked to the plasticizer crisis in Taiwan was sentenced to 15 years in jail. He would probably have been safe if he was in Mainland China. [Link](#)



After the crisis erupted, Jiugui Liquor responded through its official website but not its microblog account, which led to a worsening of sentiment among netizens.

酒鬼酒

Created: Sep 19, 2011

Number of posts: 77 (by Nov 18, 2012)

Content: Most posts are events related

| | Response time | Response approach | |
|---|---------------|--------------------------------|----------------------------------|
| | | Weibo | Official Website |
| 1 | Nov 19 | None | Deny |
| 2 | Nov 21 | Apology; Refuse to admit fault | Apology; Refuse to admit fault |
| 3 | Nov 23 | Apology; announce Reform | Apology; announce Reform |
| 4 | Nov 25 | None | Announce Plasticizer's 3 sources |

*Source: CIC IWOM Data Panel, from Nov 18 – Dec 8, 2012 1,578,603 related posts and reposts in total on Sina Weibo microblog..

Crisis Management in the Microblog Era in 2012

2.2 DO's: Cases to Learn From

McDonald's Food Safety Case

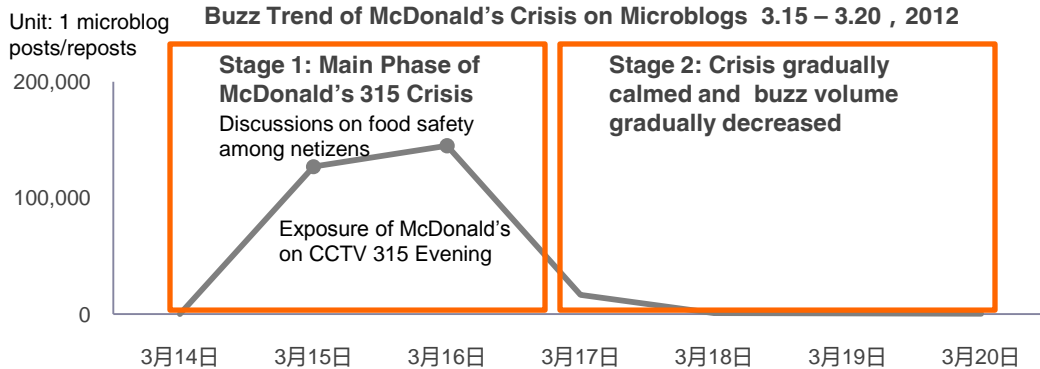
China Auto Rental Case



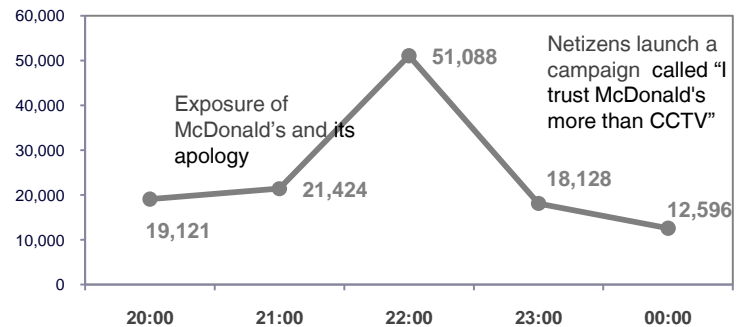
McDonald's Food Safety Criticized on the CCTV 315 Evening Show

TIMELINE

- 15 March 20:00** CCTV 315 Evening exposed that the food sold by McDonald's had passed its expiration date and McDonald's staff were changing the expiration date marked on its products. This news was reposted on a number of media microblog accounts, leading to heated discussion among netizens. [Link](#)
- 15 March 20:30** Mainstream media reporters interviewed McDonald's Sanlitun branch, with a live report on its microblog . [Link](#)
- 15 March 21:00** McDonald's announced its Sanlitun branch's suspension of business. [Link](#)
- 15 March 21:50** McDonald's apologized and said that the crisis shown on CCTV 315 Evening was a singular incident . [Link](#)
- 16 March 10:00** Beijing Municipal Bureau of Health launched an investigation into McDonald's Sanlitun branch. Reporters followed and shared the results on their microblogs. [Link](#)
- 16 March Morning** The Director of Safety Administration contacted the Director of McDonald's and asked for rectification. [Link](#)
- 18 March 10:21** McDonald's thanked netizens for their support through their official microblog. [Link](#)



Buzz Trend on Crisis Break Out 20:00 – 24:00 , 3.15, 2012



*Source: CIC IWOM Data Panel, from Mar 15 – Mar 20, 2012 290,307 related posts and reposts in total on Sina Weibo microblog.

McDonald's exposed on CCTV 315 Evening Show: Immediate apology on official microblog helped quickly resolve the crisis

Many companies were exposed on CCTV 315 Evening. McDonald's was the first company to respond, expressing its apology within 2 hours through its official microblog. It attracted a lot of attention and praise from public figures. McDonald's used its official microblog to help calm netizens and lead the opinion direction, while taking offline measures to suspend the business of the branch in question. In this way, it was able to quickly and successfully resolved the crisis.



李开复  : It's not easy to apologize at that time of night!

An apology from a foreign company needs its headquarters' permission, and the CEO needs to consult legal and PR consultants. But to be honest, the headquarters doesn't usually understand or trust China. I've experienced issues with this kind of apology, for example, when apologies were issued without authorization and it was criticized by their headquarters.

In response to CCTV 315 Evening's report about McDonald's Sanlitun branch, McDonald's China **is taking this situation very seriously**. We will immediately launch an investigation into this individual incident and deal with it seriously. We **apologize** to our consumers and will take action. We will improve our management, and guarantee operational standards in order to provide safe food. **We welcome the government's and media's supervision.** [2012-3-15 21:50](#)
Reposts (18,609) Comments (14,385)



Carrefour **has paid close attention** to the report of improper operations regarding fresh produce in Henan Huayuan sub branch shown on CCTV 315 Evening and **apologizes** to consumers. Our company immediately launched an investigation and promise to deal with this matter seriously. We **thank** the public for your attention. [2012-3-15 22:25](#)
Reposts (3,156) Comments (1,925)

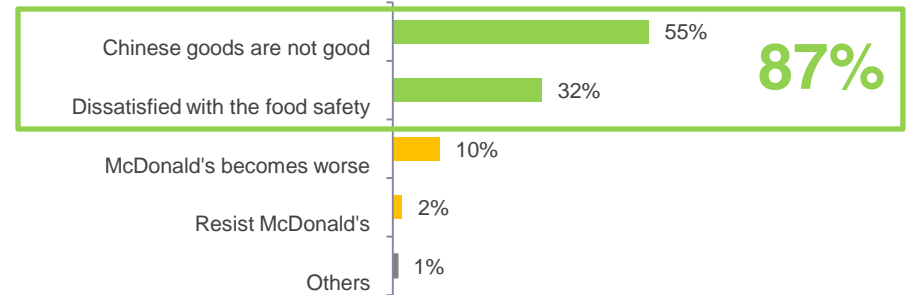


As well as McDonald's, Carrefour was also exposed and also responded on its microblog. The apology announcement was very similar to McDonald's, but much less effective, with netizens regarding it as 'a follower' and 'insincere'. Although Carrefour's response time was only half an hour later than McDonald's, the result was much worse. In addition to the response speed, the brand's influence accumulated before the crisis played an important role.

McDonald's exposed on CCTV 315 Evening Show: KOLs led public opinion and showed their dissatisfaction with food safety

| KOL | Identity Authentication | Main Opinion | Retweets | Tone |
|---------------------------|-------------------------------------|--|----------|----------|
| 马志海 | Host | Supported McDonald's response and attitude facing the crisis | 4,973 | Positive |
| 王以超 | <Harvard Business Review> Subeditor | The CCTV reporters' behavior is an abuse of media's power | 4,073 | Positive |
| 南方王世军 | Journalist | CCTV makes me trust McDonald's more | 1,945 | Positive |
| 南明那些人 | Financial Author | CCTV's exposure is more like blind advertising | 1,643 | Positive |
| 纸寿司 | Former Apple Manager | McDonald's hygiene standard is better than other restaurants in China | 1,248 | Positive |
| 王牧笛 | Program Producer Host | Food in McDonald's is safe and fresh | 466 | Positive |
| 邓庆旭 | Sina Subeditor | Food in McDonald's is cleaner than most noodles in China | 333 | Positive |
| 快樂365_Ann | Dragon TV Scenarist | Hygienic standard of McDonald's is higher than national codes | 267 | Positive |
| 李子暲 | E-Economist Pencil Club Member | CCTV 315 is conducting in blackmail behavior, let's launch a 'Eat McDonald's' campaign | 258 | Positive |
| 曾錫文 | Unilever Vice President | Food in McDonald's is safe. I support it | 153 | Positive |

Attitudes of Microblog Users



*Source: CIC IWOM Data Panel, from Mar 15 – Mar 20, 2012, 863,699 related posts and reposts in total on Sina Weibo microblog. The sample size of the above graph is 1,000 posts.

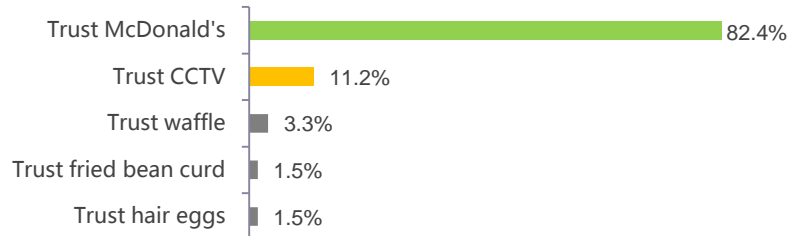


VS



McDonald's exposed on CCTV 315 Evening Show: Netizens' attention shifts to express dissatisfaction with CCTV and China's food safety

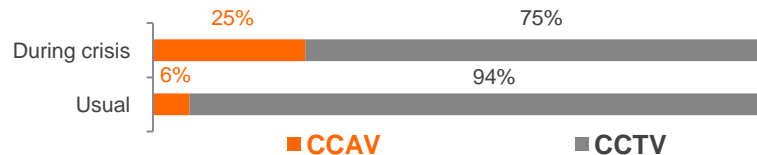
15 March 22:00, the public initiated an 'I trust McDonald's over CCTV' campaign on microblogs (original post was deleted), which attracted huge numbers of netizens to get involved and directly criticize CCTV. It was later suspected to be a 'crisis reversal public relations activity' organized by McDonald's, but McDonald's denied this and thanked netizens for their support.



*Source: Voting results on microblog, 330 votes, 197 retweets. [Link](#)

陈睿力 : I did not have much money when I was a student. I had a part-time job in McDonald's for a while, I didn't know the staff in other branches but the brand's top-down mode of operation was great. When the news came out that food was delayed 15 minutes before being thrown away, the headquarters showed up immediately and apologized. Although I'm on diet, I would like to buy a McDonald's hamburger to support McDonald's. I am a loyal advocate of McDonald's. [Link](#)

CCTV's 'attack' led to antipathy from netizens and questioning of the advertising sponsorships of CCTV 315 Evening. The credibility and authority of CCTV suffered. After this incident, the buzz on microblogs around jokingly renaming CCTV as 'CCAV' increased from 6% to 25%.



CoffeeJourney : # CCTV 315 in action# If you can pay the money, you can go to the Spring Festival Party, if not, go straight to tonight's news. [Link](#)

陈勇NINGBO : The reason why CCTV is renamed CCAV by netizens is that 315 Evening is a show that's about as tactless as a girl in a porno. [Link](#)

China Auto Rental Crisis Handling Case

TIMELINE

Facing a lot of negative buzz online in the second half of 2012, the company launched a well-prepared campaign to address this:

- 4 Dec 10:06** Company CEO Lu Zhengyao publicly criticizes the improper behavior of his competitors on his Weibo. [Link](#)
- 4 Dec 10:52 to 19:49** Lu Zhengyao posted four vivid posters on his microblog to satirize his competitors. [Link](#) [Link](#) [Link](#) [Link](#)
- 4 Dec 15:05** “Xiaoxiangweigu” posted “Angry Lu, why is he so angry?” His analysis of the story attracted lots of public attention. [Link](#)
- 5 Dec 09:09 to 11:41** Lu Zhengyao posted two posters again and launched a campaign called “Rent a New Car for 50 Yuan,” which generated lots of reposts. [Link](#) [Link](#)
- 5 Dec 14:24** Lu Zhengyao posted a series of posters with the topic #Angry Lu#, which got 19,097 reposts. [Link](#)
China Auto Rental and #Angry Lu# did not keep up the buzz for long in the days that followed.
- 12 Dec** The repost by China Auto Rental’s official microblog account for the company’s five year anniversary attracted public attention. [Link](#)

Unit: 1 microblog post/retweet

China Auto Rental Case Buzz Trend, Dec 4 – Dec 14, 2012



*Source: CIC IWOM Data Panel, Dec 4 – Dec 14, 2012, 47,316 related posts and re-posts on Sina Weibo microblog.

China Auto Rental Case: Creative PR style effectively attracts public attention

#Angry Lu# captured netizens' interest with words and pictures. From "Angry" to "Trump Card," this strong emotional approach proved much more novel and interesting than traditional approaches. These posters quickly attracted the public's attention and achieved a great number of reposts.



I am angered by your shamelessness. I tell you: The road is yours but this butt is not. You are a loser if you want to throw a brick at my butt. Your jealousy is pathetic. If you've no power to play the game, get lost!

Reposts (2,892) Comments (622)

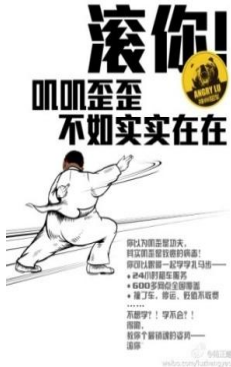
[2012-12-4 10:52](#)



The stock market may be red, pandas may be colorful, but prices are always black and white! Can you believe that Excellence is 68 RMB, Fit is 68 RMB, and K2 is 68 RMB? What I offer are low prices. What you offer is poor character. This is the difference between us!

Reposts (189) Comments (56)

[2012-12-4 12:20](#)



Maybe you think talking non-stop is a skill, actually it is a virus that can cause cancer! Learn some basic skills from me—

- 24-hour rental service
- More than 600 shops throughout China
- No charge if you're hit, or break down...
- You don't want to learn? You can't learn? Ok, that's fine. I can teach you a good pose — get lost!

Reposts (681) Comments (103)

[2012-12-4 15:37](#)



Advertorials cannot save you. Fake fans can't do anything. More than 1 million customers have chosen us. We have more than 3,000 new customers every day. Your story is meaningless when faced with the facts. Dear General, please take your fake fans to recapture Diaoyu Island!

Reposts (740) Comments (112)

[2012-12-4 19:49](#)



I thought we were doing the same thing, but you are selling Qiegao. You are a master at selling at high prices and doing shady business. You are almost dead in car rental. I have 600 shops in 66 big cities and 52 airports. So much better than you. Qiegao will go bad if you do not perform well.

Reposts (293) Comments (57)

[2012-12-5 09:09](#)



You may brag, but I have the ability to destroy you. I've made a decision, "50 Yuan to Rent a New Car" campaign starts now! From now on, 9,000 new cars in Shanghai, Guangzhou and Shenzhen are available to rent. If three months is not enough, I can make another year!

Game Over


Reposts (331) Comments (96)


[2012-12-5 11:41](#)

China Auto Rental Case: Link to hot topics to grab the public's attention

The #Angry Lu# posters captured the public's attention as they were in line with popular microblog topics like "Zouni," "Gangnam Style" and "Qiegao." This helped avert the crisis. At the same time, the microblog strike-back event received support from KOLs, laying a good foundation for the five-year anniversary event one week later.

| Posters | Related Topics |
|---|-------------------------------|
| Get lost, you should be honest instead of just talking all the time | Zouni |
| You have Internet mercenaries, I have the public | Gangnam Style /Diaoyu Islands |
| Expensive Qiegao cannot save you | Qiegao |

孙卡拉 : #Kala talks about PR# China Auto Rental looks smarter than Mengniu in making hot topics out of negative cases.(The editor is a member of "The China Report on Crisis Management," and a researcher at the Institute of Public Communications, Renmin University of China). [Link](#)

孙陶然 : I support Mr Lu! I don't like those Internet mercenaries who throw mud at their rivals. Give a thief enough rope and he'll hang himself, the mills of God grind slowly. (Founder, Chairman and President of Beijing Lakala Billing Service Co. Ltd.) [Link](#)

博文汇文化传播

Who directed this drama? It's unexpected that the winner is still Lu Zhengyao. China Auto Rental is the winner of public relations as well as the winner of prices. Look at the smart counterattack plan and the writing style, they totally win!!! [Link](#)

传说中的领头羊

I rented from China Auto Rental two or three times a week from spring 2011 to winter 2012. I became friends with many of the staff at airports in different cities. The half-price together with the service of China Auto Rental surprise me. That's why I'm a regular customer [Link](#)

Chapter III

Research on Crisis Evaluation Index and Key Elements of Crisis Management in the Microblog Era

Research Background

The case studies of microblog era crisis management in the last chapter reveal several significant trends:

1. The official Weibo account has become the most influential public relations response channel in the microblog era: McDonald's quick response through its official microblog handle; Fangzhouzi's continually challenging Han Han through their microblogs; Jiugui Liquor's issuing its official response through a microblog; Guizhentang's being forced to open an official Weibo to communicate with the public. What role does an official Weibo account play in today's crisis management?
2. Almost every crisis involved key opinion leaders (KOLs). They have become an important driver of the spread of a crisis. To what extent will KOL involvement have on crisis management?
3. Will netizens appreciate a brand's quick response during a crisis? Is there a correlation between response time and its effect?
4. Does the way a brand respond affect crisis management?

Based on the questions above, we conducted research looking at 50 brand crisis cases from 2012 (see Appendix), and divided crisis-related variables and indicators into two groups:

Group A: Variables of crisis management, including number and volume of KOLs involved in crisis spread, tone of brand crisis response, crisis response time interval (based on time of first response), and whether the brand used an official microblog account before the crisis

Group B: Indicators of crisis effect, including buzz volume, crisis duration and proportion of negative buzz

Through statistical analysis, we aimed to draw common conclusions to formulate recommendations for brand crisis management in the microblog era.

Correlation Analysis

Taking indices from Groups A and B from the 50 selected crises cases in 2012, we conducted a correlation analysis to study the relationship between seven random variables. The results are shown below:

Correlations

| | | Volume | Duration | Negative | KOL | Rtime | Rtone |
|----------|---------------------|--------|----------|----------|---------|---------|---------|
| Volume | Pearson Correlation | 1 | .189 | -.267 | .400** | -.287* | .265 |
| | Sig. (2-tailed) | | .189 | .061 | .004 | .043 | .062 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |
| Duration | Pearson Correlation | .189 | 1 | .204 | .380** | .076 | -.142 |
| | Sig. (2-tailed) | .189 | | .156 | .006 | .601 | .326 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |
| Negative | Pearson Correlation | -.267 | .204 | 1 | -.174 | .260 | -.590** |
| | Sig. (2-tailed) | .061 | .156 | | .227 | .068 | .000 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |
| KOL | Pearson Correlation | .400** | .380** | -.174 | 1 | -.384** | .407** |
| | Sig. (2-tailed) | .004 | .006 | .227 | | .006 | .003 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |
| Rtime | Pearson Correlation | -.287* | .076 | .260 | -.384** | 1 | -.806** |
| | Sig. (2-tailed) | .043 | .601 | .068 | .006 | | .000 |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |
| Rtone | Pearson Correlation | .265 | -.142 | -.590** | .407** | -.806** | 1 |
| | Sig. (2-tailed) | .062 | .326 | .000 | .003 | .000 | |
| | N | 50 | 50 | 50 | 50 | 50 | 50 |

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

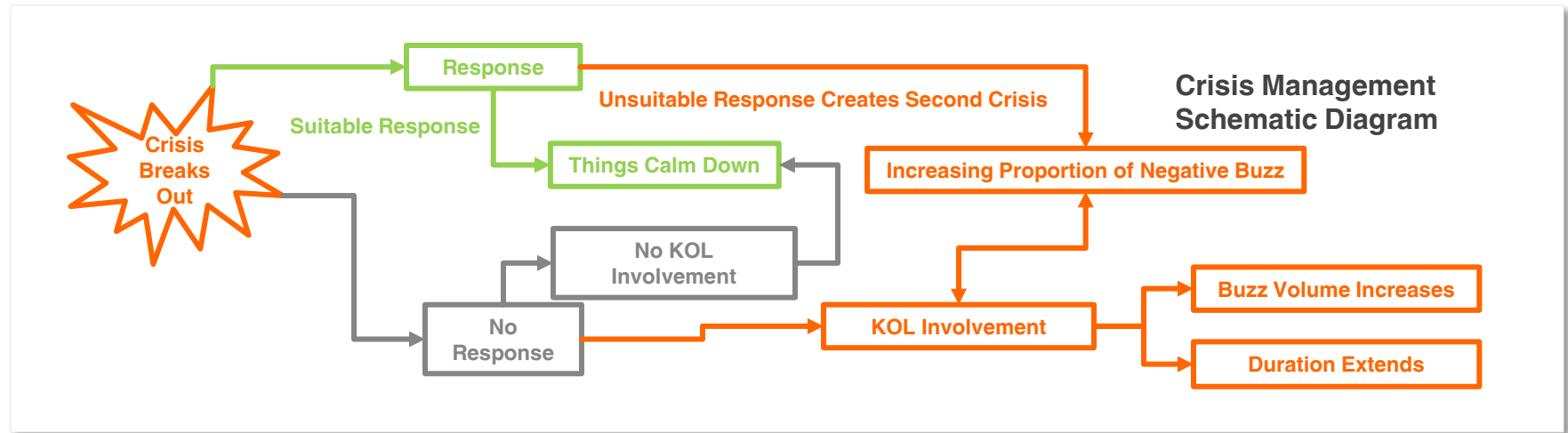
* . Correlation is significant at the 0.05 level (2-tailed).

*Correlation analysis: The use of statistical correlation to evaluate the strength of relationship between variables. In this research, the Pearson coefficient is used. The data in the chart has been correlated, ** means they were tested by correlation analysis.

Correlation Analysis

The chart above revealed several valuable points: *

- The crisis volume and crisis duration show a positive correlation with KOL involvement. Thus, KOL involvement increases the crisis volume and extend crisis duration.
- There is an inverse relationship between the proportion of negative buzz and response tone. In other words, the more appropriate the response tone, the lower the proportion of negative buzz.
- There is a negative correlation between the first response time and KOL involvement. This means that the faster the response time, the lower the KOL involvement.



* The confidence interval for this research was 99%, so that the confidence level is above 0.01.

Case Studies of Crises in the Microblog Era – Overview

- **Average Buzz Volume: 215,701 microblog posts**
- **Average Crisis Duration: 16 Days**
- **Average Proportion of Negative Sentiment: 95.51%**
- **Average Response Speed: 4 Days**
- **2/3 crisis cases involved spread by KOLs.**
- **All crisis cases involved spread and comments from verified users and media's accounts.**

1

Response Speed to Crisis Management

If the brand responds within 8 hours, the crisis duration and negative buzz will be lowest.

Analysis of Crisis Management in the Microblog Era – Response Speed

- Whether KOLs are involved or not, a response from the brand **within 8 hours** is most effective at shortening the crisis duration and significantly decreasing its negative volume.
- If the first response time is **over 24 hours** after a crisis outbreak, there will be an obvious extension of the crisis duration.

| Average Response Time | Average Buzz Volume (Posts) | Average Duration (Days) | Average Proportion of Negative Buzz Volume (%) |
|-----------------------|-----------------------------|-------------------------|--|
| Within 8 Hours | 366,782 | 6 | 65.17% |
| 8 – 24 Hours | 376,676 | 7 | 73.50% |
| 1 – 3 Days | 83,315 | 15 | 97.30% |
| 4 – 7 Days | 312,031 | 15 | 97.29% |
| Over 1 Week | 429,543 | 19 | 95.88% |
| No Response | 56,447 | 15 | 98.14% |

2

Response Tone to Crisis Management

The direct responses from brand executives can effectively reduce the proportion of negative buzz.

When the suitability of the response tone increases by 1%, the proportion of negative buzz decreases by 0.5%.

*The evaluation of response tone is based on 8 key elements in the microblog crisis management framework released in the “Crisis Management in the Microblog Era” whitepaper in Jan, 2012. These key elements are: whether they have their own social media account, whether have a positive interaction with their key media, whether they respond in time, whether they consider netizens’ emotional states, whether they value KOLs’ perspectives, whether they use new technology in integrated communications, whether they pay attention to the voices of junior level employees, whether they display a new direction for the brand. [Link](#)

Analysis of Crisis Management in the Microblog Era – Response Tone

- The best result is achieved when **senior brand executives respond within 24 hours**.
- Similarly, a brand response within 24 hours is also effective in reducing its duration and its negative buzz volume.
- The least effective approach is a direct response from junior level staff.

| Response Tone | Response Speed (Day) | Average Buzz Volume (Posts) | Average Duration (Day) | Average Proportion of Negative Buzz Volume (%) |
|---------------------|------------------------|-------------------------------|------------------------|--|
| Grassroots Response | Within 24 Hours | 501,988 | 19 | 99% |
| Grassroots Response | Over 24 Hours | 149,429 | 22 | 99% |
| Executive Response | Within 8 Hours | 366,782 | 6 | 65% |
| Executive Response | Within 24 Hours | 250,391 | 9 | 86% |
| Executive Response | Over 24 Hours | 79,565 | 15 | 97% |
| Brand Response | Within 24 Hours | 473,539 | 12 | 93% |
| Brand Response | Over 24 Hours | 684,676 | 18 | 94% |
| No Response | No Response | 56,447 | 15 | 98% |

Analysis of Crisis Management in the Microblog Era – Response Tone

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .710 ^a | .504 | .494 | .11181 |

a. Predictors: (Constant), Response Tone

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | .610 | 1 | .610 | 48.791 | .000 ^a |
| | Residual | .600 | 48 | .013 | | |
| | Total | 1.210 | 49 | | | |

a. Predictors: (Constant), Response Tone

b. Dependent Variable: Negative

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.027 | .020 | | 50.826 | .000 |
| | Response Tone | -.488 | .070 | -.710 | -6.985 | .000 |

a. Dependent Variable: Negative

■ The results of the Regression Analysis indicates:

- Relevance between Response Tone and Proportion of Negative Buzz is 71% (R=0.710)
- A 1% increase in suitability of Response Tone reduces Proportion of Negative Buzz Volume by 0.5%

3

Official Microblog to Crisis Management

Brands who operated their own official microblog accounts before the crisis were able to reduce their response time by about 12 hours, decrease their crisis duration by an average of 2 days and reduce the overall proportion of negative buzz.

Analysis of Crisis Management in the Microblog Era – Official Microblog

The research results indicate that:

- Testing the correlation between the response time, response tone and whether the brand was operating its own official microblog account before the crisis revealed that brands that already used an operational official microblog handle before the crisis were able to give a faster and more suitable crisis response.
- **The data analysis showed that for brands that were already using their own official microblog account before the crisis, their response time was reduced by about 12 hours, their average crisis duration decreased by 2 days and their overall proportion of negative buzz also declined.**

| Was the brand using an official microblog account before the crisis? | Average Buzz Volume (Posts) | Average Duration (Days) | Average proportion of Negative Buzz (%) | Average Response Speed (Days) |
|--|-----------------------------|-------------------------|---|-------------------------------|
| Yes (34 companies) | 216,583 | 15 | 95% | 3.8 |
| No (16 companies) | 214,835 | 17 | 97% | 4.2 |

Analysis of Crisis Management in the Microblog Era – Official Microblog

- Within 24 hours of the response time, brands that already had an official microblog account demonstrated a shorter average crisis duration and a lower average proportion of negative buzz than brands that had not.

| Was the brand using an official microblog account before the crisis? | Average Response Time (Days) | Average Buzz Volume (Posts) | Average Duration (Days) | Average proportion of Negative Buzz (%) |
|--|------------------------------|-----------------------------|-------------------------|---|
| Yes | Within 8 Hours | 521,421 | 5 | 49.58% |
| Yes | Within 24 Hours | 378,391 | 6 | 88.02% |
| No | Within 8 Hours | 57,506 | 7 | 96.34% |
| No | Within 24 Hours | 284,927 | 8 | 96.23% |

4

Key Opinion Leaders to Crisis Management

When KOLs are involved in spreading information, the average buzz volume increases by 37 times, and the average duration extends by 6 days. Each verified user involved creates more than 40 microblog posts discussing the crisis and its considerable total traffic.

Analysis of Crisis Management in the Microblog Era – KOLs

- Official media microblogs (authenticated media accounts) were involved in all 50 crises cases. In the microblog era, traditional media brings its accumulated offline influence to the online platform and plays an important role in spreading the crisis.
- There is a positive correlation between the number of KOLs involved and the crisis discussion buzz volume. In other words, the more KOLs are involved in the discussion, the wider the crisis spreads.
- When KOLs are involved in spreading information, the average buzz volume increases by **37 times** and the average duration extends by **6 days**.

| KOL participation? | Average Buzz Volume (Posts) | Average Duration (Days) | Average Proportion of Negative Buzz (%) |
|--------------------|-----------------------------|-------------------------|---|
| Yes | 322,304 | 18 | 94.56% |
| No | 8,765 | 12 | 97.35% |

Analysis of Crisis Management in the Microblog Era – KOLs

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .810 ^a | .656 | .649 | 221648.669 |

a. Predictors: (Constant), Verified

ANOVA^b

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|----|-------------|--------|-------------------|
| 1 | Regression | 5E+012 | 1 | 4.507E+012 | 91.732 | .000 ^a |
| | Residual | 2E+012 | 48 | 4.913E+010 | | |
| | Total | 7E+012 | 49 | | | |

a. Predictors: (Constant), Verified

b. Dependent Variable: Volume

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 130609.2 | 32589.802 | | 4.008 | .000 |
| | Verified | 39.935 | 4.170 | .810 | 9.578 | .000 |

a. Dependent Variable: Volume

Results of the Regression Analysis show:

- A tight correlation between Crisis Buzz Volume and KOL Involvement
- Each Authenticated User involved creates more than 40 microblog posts discussing the crisis and its considerable total traffic.

Chapter IV

Implications and Recommendations

4.1 Summary and Implications

4.2 Principles of “3Cs” and “8 Basic Rules”

4.1 Summary and Implications

Looking at the 50 major crises of 2012, this white paper summarizes the key takeaways of crisis management in the microblog era:

- **The shorter the response time, the better**

If a brand responds within 8 hours, the crisis duration and negative buzz will be the lowest. Responding within 24 hours will shorten the crisis duration and minimize negative influence. If the first response time is over 24 hours after a crisis outbreak, then there will be an obvious extension of the crisis duration. Therefore, **have your crisis management system in place and prepare for different scenarios, that is the only way you can respond in time when crises break out and minimize the negative impact.**

- **It works best when senior executives respond directly**

A direct response from high level executives is more effective than a response from low level employees. When the suitability of the response tone increases by 1%, the proportion of negative buzz decreases by 0.5%. **Now that microblogs have become a major communications platform for corporate spokespeople, relevant training needs to be offered to them.**

- **Operate an official microblog account helps to manage a crisis**

Brands who operated their official microblog accounts before the crisis were able to reduce the response time by around 12 hours, decrease the crisis duration by an average of 2 days and reduce the proportion of negative buzz. **Brands should set up an official microblog account as early as possible, and integrate all of their owned social media resources into the crisis management system.**

4.1 Summary and Implications

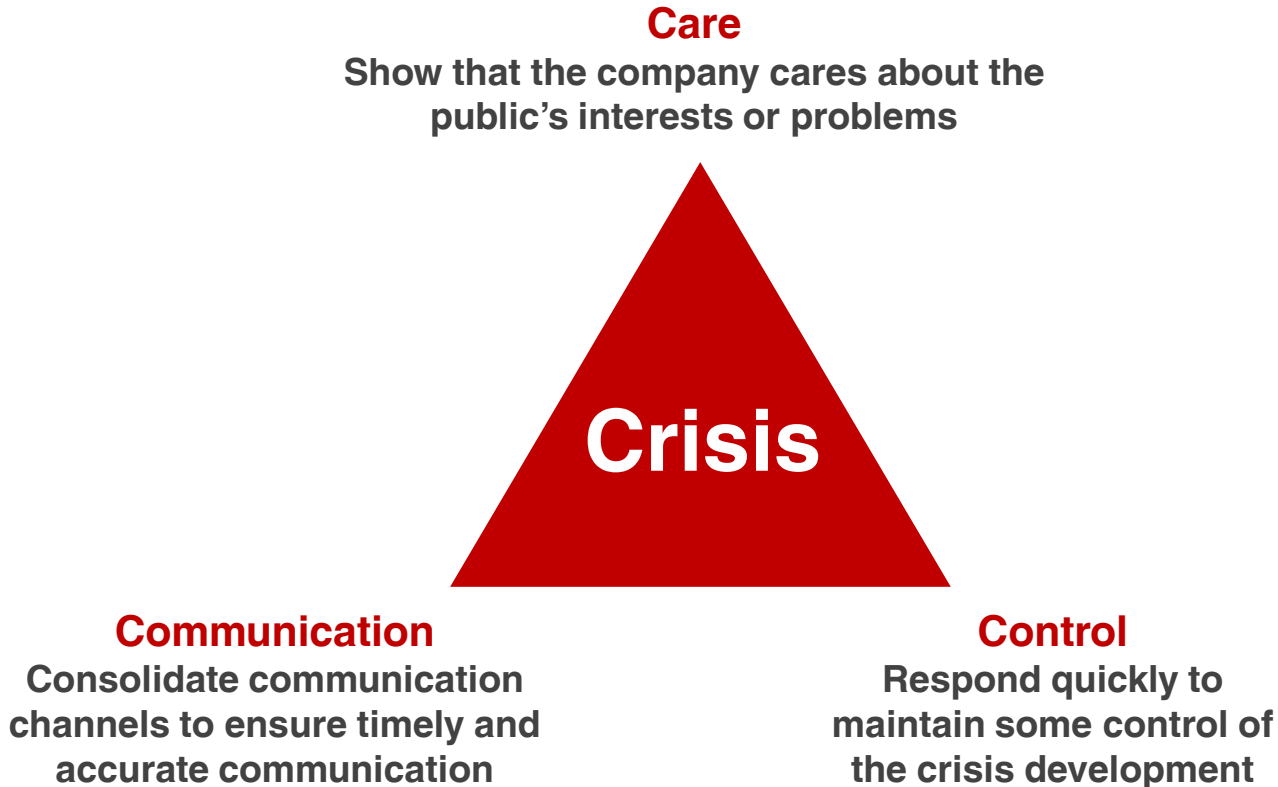
- **The influence of KOLs on crisis management is significant**

When KOLs are involved, buzz volume around the crisis will increase 37 times and duration will increase by 6 days. Each verified user will draw at least 40 related tweets and create more significant exposure. **Therefore, brands should look into building relationships with the key industry KOLs and maintain a healthy interaction with them.**

- **Don't fake it. Opportunities lie in the truth and in your character.**

Guizhentang was defeated by its own strategy – its revealing of fake fans caused another wave of crisis which was disastrous for the brand. This strategy has been adopted by brands in several cases. In a difficult situation, brands should not be too eager to try something that may put themselves in jeopardy. In the case of “China Auto Rental,” we see the power of individuality, and the power of a genuine voice from the brand. **A crisis is a decisive test for the brand and the company, opportunities lie only in the truth, nothing but truth.**

4.2 The 3Cs in the Microblog Era



4.2 Eight Basic Rules of Crisis Management in the Microblog Era

When

1. **Be faster: respond quickly!**
2. **Be fully prepared: have a crisis management system in place.**
3. **Be alert to early signs of crisis with 24/7 monitoring.**

Who

1. **Have an honest and equal dialogue: a crisis is a test of character.**
2. **Hearts follow minds: emotions are crucial.**
3. **Fame is a commodity: maintain a good relationship with relevant KOLs.**

Where

1. **Social readiness: practice makes perfect.**
2. **Integrate owned media, paid media and earned media.**

as Warren Buffet says:

“Get it right, get it quick, get it out, and get it over.”



Appendix

The 50 Brand Crises from 2012

50 Brand crises from 2012

| No. | Crisis | No. | Crisis | No. | Crisis |
|-----|--|-----|--|-----|--|
| 1 | DQ ice cream exposed as containing E. coli bacillus | 18 | Jianlibao exposed for making fake Olympic gold cans | 35 | Black granular material found in Shengyuan milk |
| 2 | "Wang Peng,***" displayed on a screen in the Beijing subway | 19 | Project oceanic outfall of Oji paper blocked | 36 | Shengyuan milk involved in death scandal |
| 3 | Tofu at Beijing Xinfushun Restaurant found to contain excessive levels of colibacillus | 20 | Jinmailang exposed for tampering with production date of instant noodles | 37 | Bandage found in Sinian rice pudding |
| 4 | Daoxiangcun exposed for producing duck blood tofu with pork blood | 21 | Black stones found in Jinluo ham sausage | 38 | Telunsu milk had gone off before reaching expiration date |
| 5 | Cockroaches found in Dove chocolate | 22 | Jiugui liquor found to contain excessive levels of plasticizers | 39 | Outside materials found in Tongyi milk tea |
| 6 | Fang Zhouzi challenged 360 for invading customers' privacy | 23 | Black pests found in Master Kong candy pear drink | 40 | Poisonous floor incident of Vanke Group |
| 7 | Guangming cheese exposed as containing illegal materials | 24 | Coca-Cola involved in scandal around double standards for carcinogens | 41 | Sharp plastic found in Wangwang jelly |
| 8 | Blue plastic balls found in Guangming milk | 25 | KFC involved in instant-grow chicken scandal | 42 | Xinlamin exposed as containing carcinogens |
| 9 | Cadmium pollution in Longjiang River, Guangxi | 26 | Traditional yogurt exposed for adding industrial gelatin | 43 | Pests used as colorant by Starbucks |
| 10 | Guizhen's IPO blocked because of extracting bile from live bears | 27 | Pesticide residues found in Lipton tea | 44 | Xiuzheng Pharmaceutical Industry Group involved in drug capsules scandal |
| 11 | Baby's tongue turned black after drinking Mead Johnson milk | 28 | McDonald's exposed by CCTV on 15 March for selling outdated food | 45 | Bayesian exposed for pretending to be a foreign brand |
| 12 | Live pests found in dried figs in Guoyuanlaonong | 29 | Mao Tai involved in plasticizers scandal | 46 | Condom found in Abbott milk |
| 13 | Medical dispute led to massacre in Harbin Hospital | 30 | Iron dust found in Mead Johnson milk produced in Taiwan | 47 | Substandard meat produced by Yurun exposed again |
| 14 | Häagen-Dazs refuses to accept expired mooncake coupons | 31 | Mengniu exposed for tampering with production date of milk | 48 | Zhang Yu wine involved in pesticide scandal |
| 15 | Milk mineral salt found in Synbiotics calcium tablets for children | 32 | Nanshan baby milk found to contain carcinogens | 49 | One person won the lottery several times |
| 16 | Red Bull found to contain illegal additives | 33 | Potato chips found to contain excessive levels of CGV | 50 | Sinopec exposed for group-buying Mercedes-Benz cars for employees |
| 17 | Foreign matter in Wyeth milk led to vomiting babies | 34 | Renrenjia Oatmeal found to contain mould | | |

Note: Arranged in Chinese Pinyin order

Ogilvy Public Relations (Ogilvy PR) is a global, multi-disciplinary communications leader operating in more than 80 offices across six continents. In 2011, Ogilvy won more Cannes PR Lions than any other agency worldwide, was named Global Digital/Social Consultancy of the Year by the Holmes Report, won Specialist Agency of the Year in Asia Pacific (Campaign Asia), and won the WPP global, top award (WPPed Cream, Crème de la Crème) for the fourth time in five years. Ogilvy PR integrates deeply with all Ogilvy & Mather disciplines (advertising, direct marketing, activation, promotional, digital and entertainment) through the proprietary Ogilvy Fusion™ approach to delivering comprehensive, business solutions through content creation, community building, and communications with measurable results. Ogilvy PR is a unit of Ogilvy & Mather, a WPP company (NASDAQ: WPPGY), one of the world's largest communications services groups. For more information, visit our web site at www.ogilvypr.com or follow us on Twitter at @ogilvypr.

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