

Losing Trust And Rebuild Reputation

康師傅

"Show a food-safety-centered cooperation"
Kangshifu's response to Tukeng pickled cabbage
Crisis

Group Members: Jingyao Feng, Weiyi Xia, Xiaomeng Hu,
Xinyuan Liu, Yidan Ma, Zijun Li



CATALOGUE

01. **INTRODUCTION**

what happened, concepts and timeline

02. **SOCIAL CONTEXT**

Event Background; Politics Context; Public Opinions

03. **REACTIVE TACTICS**

04. **ETHICAL INQUIRY**

05. **RESEARCH AND ANALYSIS**

Stakeholders research, reactions and comments, media channels and contents, competitors and comparison

06. **EVALUATION & RECOMMENDATION**

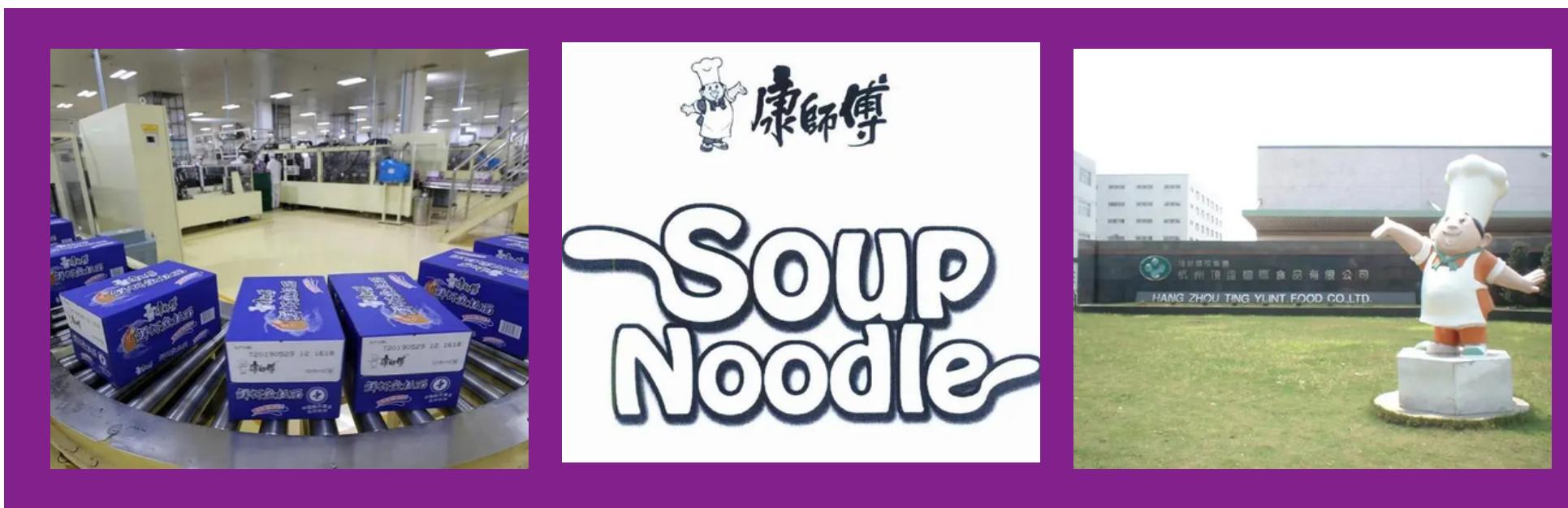
01.

INTRODUCTION

what happened, concepts and timeline

BRIEF NARRATIVE OF THE WHOLE CASE

As one of the most popular production enterprises of the instant noodles and its supporting industries, Kangshifu has its signature product Laotan Pickled Cabbage Beef Instant Noodle. However, due to the scandal of its related company, Hunan Chuqi Vegetable industry Co. LTD, Laotan Sauerkraut Beef Instant Noodle were faced with external distrust of food safety and hygiene to win back consumers' trust, the company has taken a series of public relation measures, which is a case of crisis management for us to analyze.



● RELATED CASES AND CONCEPTS

01 Hunan Chaqi Vegetable Industry Co. LTD.

It is a company focused on vegetable products (pickles), condiment processing, sales, popularization of vegetable planting technology and seek breeding. In the “CCTV 3 · 15 Gala” in 2022, its process of making pickled vegetables was exposed. In the video shown on TV, producers wear slippers or bare feet on the pickles, and pickle vegetables with the local traditional method. This behavior seriously challenged the bottom line of consumers.

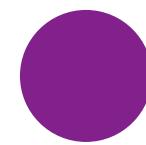


RELATED CASES AND CONCEPTS

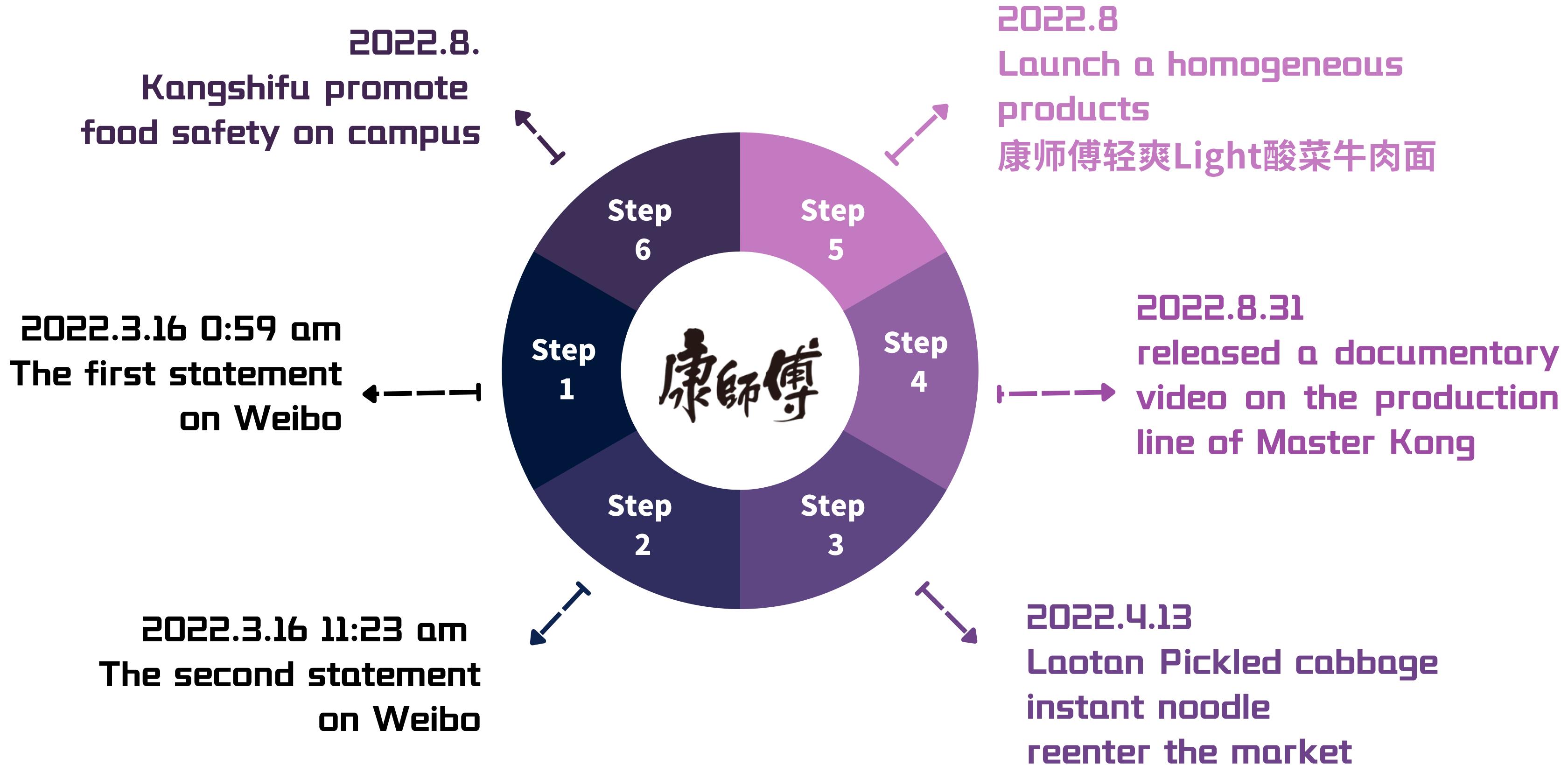
02 Tukeng sauerkraut

It refers to pickled vegetables made in pits of dirt. Workers poured the mustard into pits without washing or screening it, and some of it withered and turned yellow. Some people stepped on the vegetables barefoot or wearing slippers, and some people threw cigarette butts on the vegetables. Workers directly added water and salt to the pits, wrapped the film, and then used soil to cover them.





REACTIVE TACTICS OVERVIEW



02.

SOCIAL CONTEXT

Event Background; Politics Context; Public Opinions

EVENT BACKGROUND



3.15 GALA --THE MOST AUTHORITATIVE CONSUMER RIGHTS PLATFORM

The "3-15 Gala" is a public service gala co-hosted and broadcasted live by China Central Television (CCTV) and national government departments on the evening of March 15 every year to protect the rights and interests of consumers. It has become a symbol, a forum of public opinion trusted by hundreds of millions of consumers, and an important force in the regulation of the market by the relevant state ministries

The Picklegate incident was reported in the 3.15 Gala, which increased the level of discussion and the involvement of the mainstream media and government.



NATIONAL POLICIES

2021, CHINA HAS MADE MANY ADJUSTMENTS IN ITS POLICIES TO ENSURE FOOD SAFETY.

<https://www.ybzhan.cn/news/detail/97648.html>

4.13

8.18

11.12

HEALTH CHINA ACTION 2021 WORK HIGHLIGHTS

clearly stating that we should continue to promote the construction of a nutrition and health standard system and develop food nutrition-related standards based on food safety.

2021 NATIONAL FOOD SAFETY STANDARDS PROJECT PLAN

develop and revise food safety standards that are urgently needed for risk prevention and control, further improving the existing standards system and providing greater support for food safety supervision

FOOD SAFETY RISK MONITORING MANAGEMENT REGULATIONS

standardizes the responsibilities and work requirements of relevant agencies, making risk monitoring more in line with the current needs of food safety supervision

PUBLIC OPINIONS: MEDIA

WHAT DOES THE MEDIA CARE ABOUT

铁骥视频 3-16 微博视频号

【#康师傅二次致歉#】 3月16日,针对3.15“晚会曝光的“土坑酸菜”,各企业发布相关回... 3月16日 长沙地铁报道

网易财经 3-16 微博 weibo.com

统一否认使用315报道土坑酸菜# 统一企业(中国)投资有限公司再发声明称,酸菜包供应商只... 湖南锦瑞食品有限公司。统一声明称,经对湖南锦瑞食品有限公司连夜调查,统一企业酸菜包用原料承认全部来源于厂内自腌自用,未使用央视“3.15”晚... See Translation

中新经纬 3-16 新版微博 weibo.com

#统一再发声明称未使用土坑酸菜# 【#统一# 酸菜包原料全来自厂内腌制池#】非“土坑酸菜” 统一企业16日在官网发布说明函称,公司酸菜原料菜,一贯坚持在酸菜包工厂内自腌自用,央视“3.15”晚会报道的“土坑酸菜”,统一公司... See Translation · Edit history

九派新闻 3-16 微博视频号

【3·15晚会曝光“土坑酸菜”后,长沙部分超市连夜下架老坛酸菜方便面#】 3月16日湖南长沙。央视“3.15”晚会曝光湖南插旗菜业公司老坛酸菜食品安全问题后,长沙部分超市连夜下架老坛酸菜面。超市员工表示:事情出来后,立马就全部下架了。 九派新闻的微博视频 See Translation · Edit history

01

FOOD SECURITY

Media demonstrates food security issues. For example, the "Xinmin Evening News" article "Concerned about food safety, the Laotan pickles were actually pickled in a "dirt pit""

02

COMPANIES' RESPONSE

After CCTV exposed the problem of the Tukeng pickled cabbage, the companies involved, such as the flagged vegetable industry and associated companies such as Tongyi, Kangshifu, Baixiang and Wuguo Fishermen's Powder, issued statement.

PUBLIC OPINIONS: INTERNET-USERS

WHAT DO THE INTERNET-USERS CARE ABOUT

不是雨

3-16

没良心的企业家，自己人坑自己人，

和重罚来提高违法成本。

Cr. Weibo hot posts from netizens

01 ETHICAL ISSUE

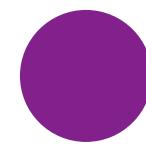
The "double standard" of domestic and foreign production caused strong discontent among netizens, with "Chinese people cheat Chinese people" and "one's own people cheat one's own people" becoming popular phrases.

GOVERNMENT OVERSIGHT

Some netizens also believed that the proliferation and rampancy of the "Tukeng pickled cabbage" was closely related to the lax daily supervision by the regulatory authorities and the lenient punishment of the relevant laws and regulations.

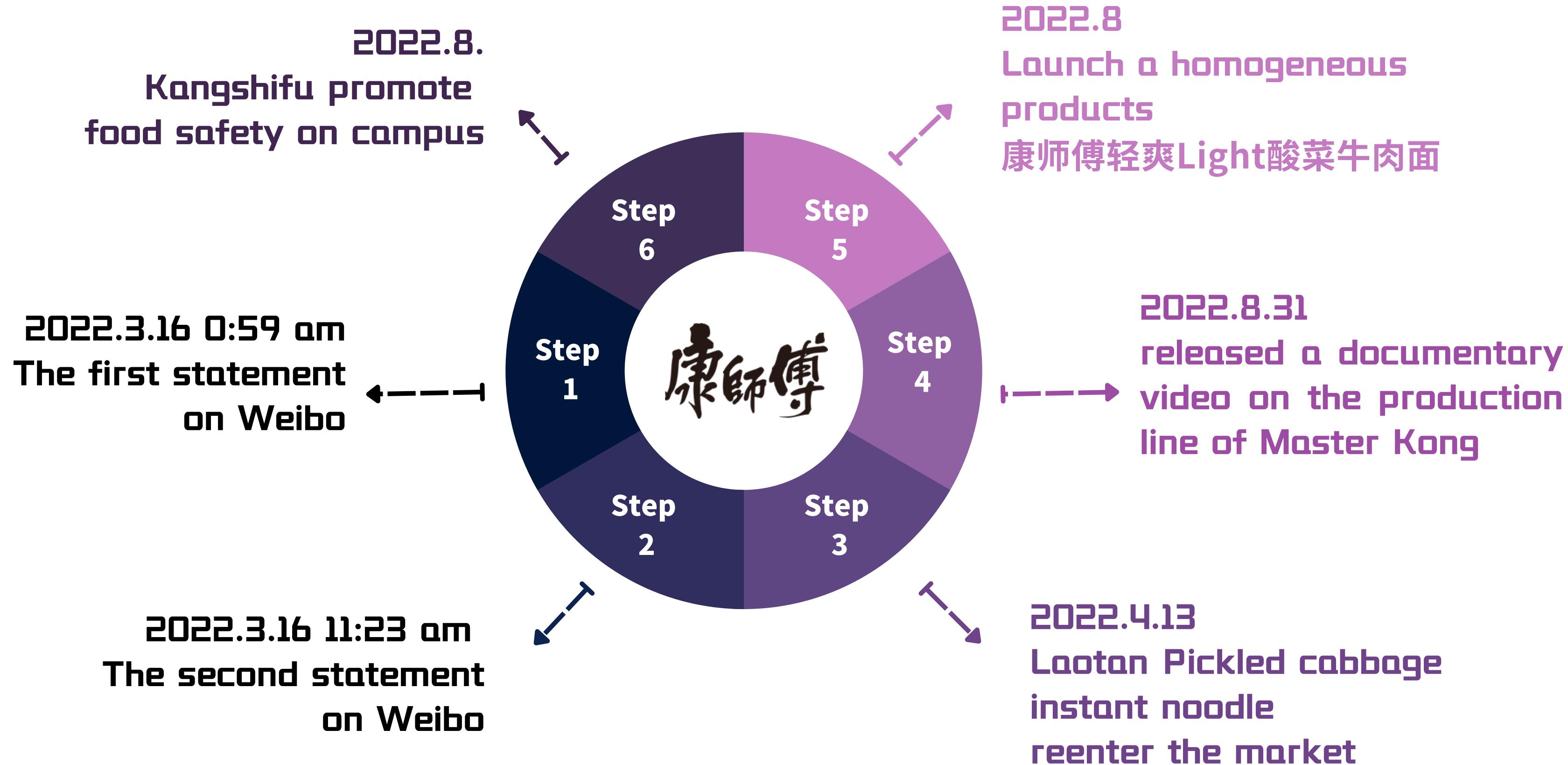
03. |

KANGSHIFU'S RESPONSE REACTIVE TACTICS



REACTIVE TACTICS

OVERVIEW



KANGSHIFU'S REACTIVE TACTICS

2022.3.16 Weibo Posts respond to the controversy: Justification, Apology, and Corrective action

2022.3.15

00

2022.3.16

01

0:59AM

content

show sincere attitude

admit that Chaqicaiye is one of the company's pickle suppliers, but justification for other involved

fully apologize

promised to accept investigations and testing from the government about food security and fix

First Weibo

关于使用酸菜包原料的声明

针对央视“3.15”晚会报道的酸菜原料一事，我司对此事件高度重视，公司已在第一时间成立专门的小组，采取最严措施，并配合政府监管部门对相关企业和产品的调查和检测。具体情况如下：

1. 我司从未使用过湖南锦瑞食品有限公司、岳阳市雅园酱菜食品厂、坛坛俏食品有限公司的酸菜，也从未使用过以上3家公司的任何产品。
2. 湖南插旗菜业有限公司是我司酸菜供应商之一，我们已立即中止其供应商资格，取消一切合作，封存其酸菜包产品，积极配合监管部门调查与检测。
此次事件是我们管理的失误，辜负了消费者的信任，我们深表歉意并将引以为戒！后续我司将在政府有关部门指导与监督下开展积极整改，感谢媒体和社会各界的监督。

康师傅方便面投资(中国)有限公司
2022年3月15日

11:23AM

02

Second Weibo

关于使用酸菜包原料的声明

针对央视“3.15”晚会报道的酸菜原料一事，最新调查处理进展如下：

湖南插旗菜业有限公司向江门、武汉、西安、新疆的共4家工厂提供酸菜，我们已终止其供应商资格，取消一切合作，并启动对相关产品的下架回收，积极配合监管部门的调查与检测。

我们再次深表歉意，将持续加强供应商管理 并且请公众媒体和社会各界一同来监督。

康师傅方便面投资(中国)有限公司
2022年3月16日

Cr. Kangshifu Weibo official accounts

Kangshifu did well in 24/7 communication (Crisis Management) after the controversy. The second response added more information about the investigation.



● KANGSHIFU'S REACTIVE TACTICS

Follow-up reactions (Reputation Management)

03

2022.4.13 Laotan Pickled cabbage beef instant noodle reenters the market

- Kangshifu attached the **quality inspection report** and the **company's commitment of safe production** to the package.

Moreover, the company also attached digital version of certification and commitment in the product home page.



- **To dispel consumers' concerns about Tukeng Pickle incident and dilute consumers' negative impression**

● KANGSHIFU'S REACTIVE TACTICS

Follow-up reactions (Reputation Management)

04

2022.8.31 Kangshifu took a live streaming of its factory, and released a documentary video on the production line on Wechat official account.

- Jointly with People's Daily Online(人民网), Kangshifu delivered **a live-streaming visit** of its product line of instant noodles, which is named as "transparent factory" by Kangshifu. Kangshifu Invited the manager of the plant and nutrition experts from Healthy Channel, a major university like Peking University to evaluate whether the food production process met the standards.
- After the visit, Kangshifu released **a documentary video** about its "transparent factory" that recorded the visit on the Kangshifu's WeChat official account.



● Bolster and repair Kangshifu's reputation

● KANGSHIFU'S REACTIVE TACTICS

Follow-up reactions (Reputation Management)

05

2022.8 Launch a homogeneous product called 康师傅轻爽Light酸菜牛肉面

- Kangshifu published a new version of the pickled cabbage beef noodles by visually using a brighter light purple package in order to distinguish it from the old version which was involved into the Tukeng scandal.
- One of the main selling point is that there is no packaged pickles anymore, which implies that there is no problem with the supply chain regarding pickles that may have food safety issue, because pickles were added directly into the noodle bowl during the process of assembly.

● **To dispel consumers' concerns about pickled cabbage packets and to work on client loss to ease economic loss**



● KANGSHIFU'S REACTIVE TACTICS

Follow-up reactions (Reputation Management)

06

2022.8 Lauch "food safety" theme campaigns on campus

- Kangshifu Launched food safety campaigns in nearly 100 elementary schools in cities like Beijing and Chengdu by delivering the online public classes with food science professionals from Universities like CAU.Kangshifu also builds a website to promote food safety by putting various professional videos concerning food safety and interactions from kids.



- Express Kangshifu takes food security seriously, and even more seriously after the Tukeng pickled cabbage issue, when showing its social responsibility

04.

ETHICAL INQUIRY



Inquiry 1: Double Standard of Pickled Cabbage



After the incident of Tukeng pickled cabbage was exposed, Chaqi, which is the supplier of the pickled cabbage has also involved in the existence of double standards between pickle cabbage exported abroad and sold in China. According to the report, the pickled cabbage exported to other countries like Japan by the company met the quality requirements, but those sold in China was seriously substandard.

The main motivation of their action is profit. There is a significant difference in the amount of fines related to domestic and overseas food safety problems. The standard of foreign countries is strict, where the amount of fines is high, and the amount of domestic fines is limited. In order to make more money, they choose to supply low-quality pickled cabbage with low cost to the domestic market.

● Inquiry 1: Double Standard of Pickled cabbage



01 The company not only treated domestic and foreign consumers differently and **showed disrespect for consumers**, but was driven by profit and **lost its sense of responsibility for the health of consumers** as well.

02 This incident also revealed that **the intensity of supervising and punishment in food safety of our country is not strict enough**. All enterprises need to conduct strict quality inspection on the products provided by suppliers, and the government also needs to improve laws and regulations to strictly manage food safety issues. By increasing the intensity of supervision and punishment, we can further put an end to the fluke mentality of enterprises for creating food with poor quality.

● Inquiry 2: Moral Kidnapping or Real Dilemma?

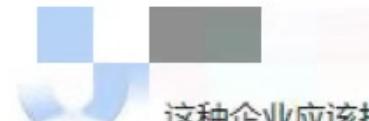


这些昧良心的商家，罚他们倾家荡产！再坐牢，，，

03-31 17:48

口 回复

2



这种企业应该拉入黑名单，永远别让它出头

03-31 17:05

口 回复

1



应该封杀它们

03-31 11:32

口 回复

1

After the incident came to light, many netizens called for a total boycott of pickled cabbage. Chaqi claimed that they were using traditional methods to make pickled cabbage, and because of the incident, thousands of workers lost their jobs and their interests were also damaged.

Mentioning the use of traditional skills and workers' interests after the food safety incident can hardly avoid the suspicion of moral kidnapping. Many netizens were not impressed by its claim because double standard incident of Chaqi can prove that the company is capable of producing pickled cabbage that meets the standard.



Inquiry 2: Moral Kidnapping or Real Dilemma?



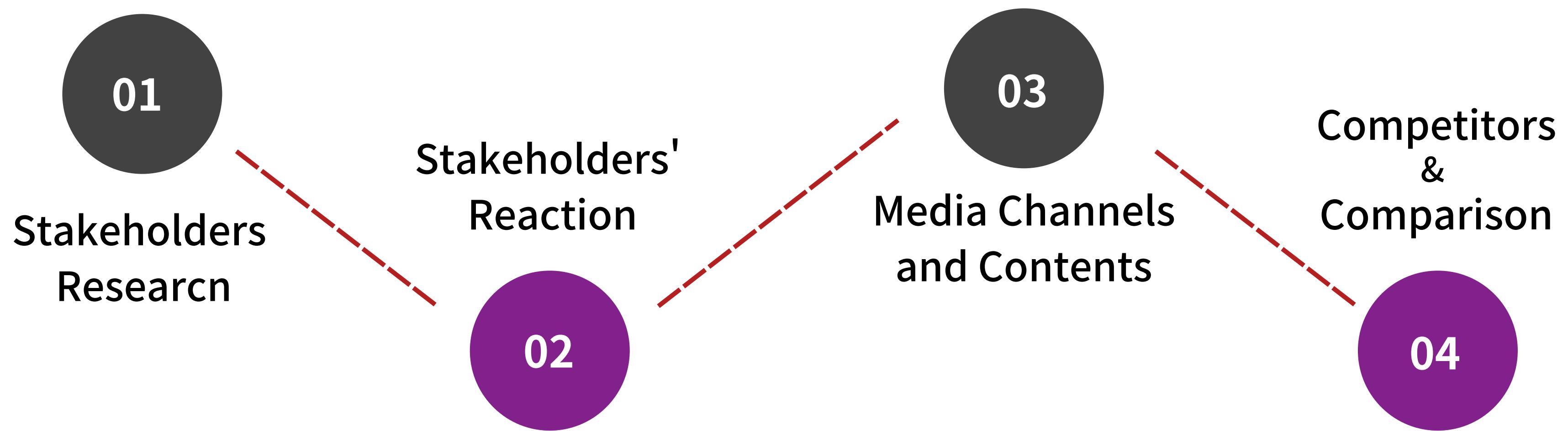
However, Chaqi is a major local industry, it would impact the interests of workers if the company was boycotted. The local government should intervene. They can either prove that using traditional technique to make pickled cabbage can meet health and safety standards, or to take responsibility for mistakes and call on the entire company to lead the workers to reform the production method.

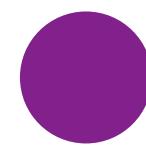
05.

RESEARCH AND ANALYSIS

Stakeholders research, reactions and comments, media channels and contents, competitors and comparison

STAKEHOLDERS & MEDIA





TARGET DEMOGRAPHICS

Main demographic characteristics:

Age: Generation Z (mainly)

Hobby: Guochao culture (national characteristics)

Focusing on the values recognized by the young people, Kangshifu actively created a brand image and won the favor of the young people from the perspective of improving itself.

Consumer demands:

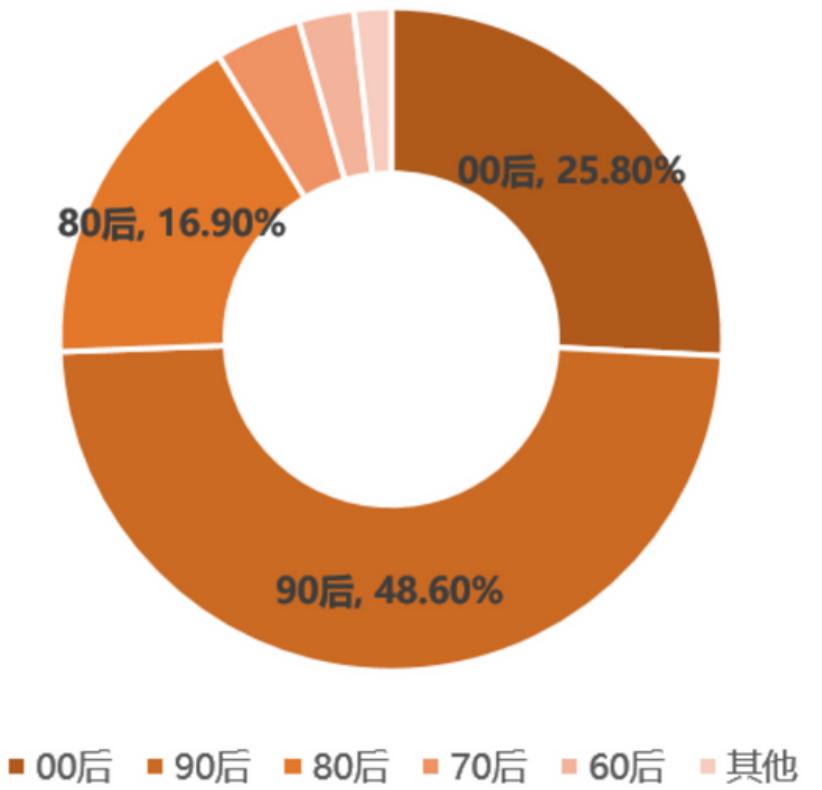
- Consumers were shouting out for **healthy and quality lifestyles**.

Consumers' health awareness has driven the fast selling food industry merchants to create healthy snack foods with low fat, low carbohydrate, high protein and no additives through innovative product technology.

- **Eat instant noodles as main food ("零食正餐化")**

More and more young people start to try various ways to eat instant noodles. Instant noodles provide people with a faster way to eat noodles.

近一年，“国潮”相关内容关注年龄分布



● Cr. Aimei Research Website



五款深夜泡面神仙吃法！好吃程度
堪比米其林！

UP 悠悠食记
870.1万 · 2020-03-17



我那个吃泡面只喝汤的朋友，又又
告诉我一个泡面的神仙吃法

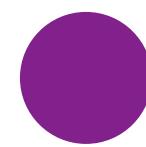
UP 毛豆奶爸一个锅
11.6万 · 09-17



泡面的神仙吃法，这个味道真的是
惊艳到我了，你确定不来了解一...

UP 糖小甜Vlog
286.3万 · 2021-12-04

● Cr. Bilibili search results



BUSINESS RELATIONSHIPS



Kangshifu Co. LTD



Laotan pickled cabbage
Beef Noodles

Product-Market Fit

Pickled Cabbage
Suppliers

Big brand reputation:

Kangshifu Laotan pickled cabbage Beef Noodles is one of the **best-selling products under the Kangshifu brand**. It is not only famous for the special flavor of Laotan pickled cabbage, but also associated with the brand image and reputation of Kangshifu.

Cooperation with Pickled Cabbage Suppliers:

Although the pickled vegetable companies itself is not well known to most people, they provide raw materials for big brands that consumers are familiar with such as Kangshifu, Tongyi and Baixiang. A company's choice of suppliers directly affects the quality of products, and the reputation of suppliers is crucial to the reputation of products and big brands. So it's necessary to rethink the cooperation when the suppliers lost trust and clearly declare this decision.

STATEHOLDERS'S REACTIONS

Kangshifu's reaction 1:

Contemplate and implement different crisis management tactics.

Kangshifu's reaction 2:

Closed the comment section of its official Weibo account and hid users' comments.

Thus, the existing consumer reactions and comments are from other news accounts that focus on and tag this incident in their comments section of related blog posts.

Suppliers' reaction : (Passive)

The suppliers were the first to be punished. They were terminated from cooperation and ordered to stop production immediately and rectify the production environment.

They don't have Weibo or Wechat official accounts, so that they can not post any statements to apologize to society.

● STATEHOLDERS'S REACTIONS

Consumers' reaction 1: Anger and fear



These angry, panicky and disappointed consumers already don't trust the brand itself.

：这种道歉是不可能接受的，下游供应商管理评价和体系管理评价是食品行业的基础工作之

一，如此事件的出现，可想而知作为食品行业，它真是不合格

03月16日 04:04



25026

：还好没怎么吃老坛酸菜 但是康师傅其他的产品有没有更多问题呢？对质量的把控也太差了，

对康师傅真的不信任了以后不会再购买！

03月16日 00:33



15

：康师傅的所有产品都不会进行购买了

这种商家，你能保证其他的产品食品卫生就是合格的吗？

22-3-16 13:01



：完了，前天刚吃了老坛酸菜



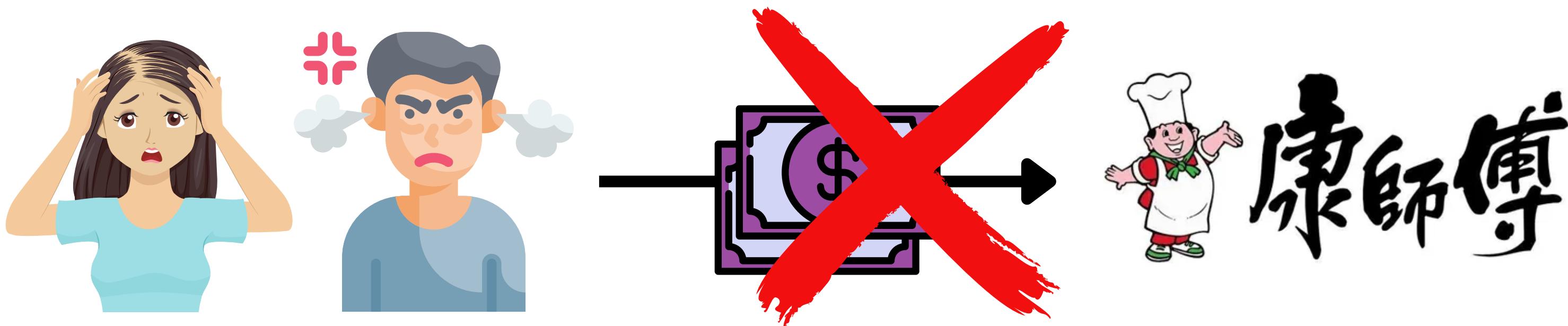
22-3-16 09:00



STATEHOLDERS'S REACTIONS

Consumers' reaction 1: Anger and fear

These consumers made it clear that they would not accept the apology and would not buy Kangshifu's instant noodles in the future. Although it was only Laotan pickled cabbage beef noodles that were exposed to food safety problems, **the crisis raised consumers' questions and distrust** of other Kangshifu products and the brand reputation. At its root, **these angry, panicky and disappointed consumers already don't trust the brand itself.**



STATEHOLDERS'S REACTIONS

Consumers' reaction 2: More Calm with Constructive Advice



They clearly know that the brand reputation of Kangshifu is closely linked to the suppliers.

 :康师傅你道歉了就有用? 下游对你们的供应链那么多年, 销售与全国市场, 供应量那么大, 你

们就没有到访了解过酸菜的制作过程吗? 你们道歉就解决了吗?

22-3-16 11:21



 :大品牌更应该注意品控尤其供应商的管理, 因为消费者众多, 都是因为信赖购买。自己

不上心, 曝光后后果自负

22-3-16 08:20



 :作为供应商 康师傅你们难道不去定期不定期的抽查供应商的食品卫生条件吗? 别以为供应商

出事了你们就能逃掉

22-3-16 09:16



STATEHOLDERS'S REACTIONS

Consumers' reaction 2: More Calm with Constructive Advice

They were more calm in their words than the disappointed customers who said they could no longer trust Kangshifu. **They noticed the business relationship between the pickled cabbage suppliers and the Kangshifu brand**, and they paid more attention to Kangshifu's supervision of these raw material suppliers. They point out that big brands have a large market share and high sales volume, and consumers buy their products because of their trust in big brands, so that big brands like Kangshifu and Tongyi should also take more responsibility for supplier management, and **Kangshifu can not escape the blame even if their suppliers were not qualified**. The brand reputation of Kangshifu is closely linked to the suppliers.



MEDIA CHANNELS



Weibo is a social platform and serves as the source of hot spots, which emphasizes social agendas and entertainment information. The average daily active users of Weibo were 253 million. And the majority of Weibo users are female, accounting for more than 60%, and the users are mainly aged between 24 and 30 years old. Weibo users not only care about celebrity trends, they also use the hot search rank as the source of social news, thus more companies use their Weibo official accounts to post announcements and maintain fans.



People's Daily Online, one of the world's top ten newspapers, is a large-scale online information release platform that is famous for the authority, timeliness and diversity of news reports. It is also one of the largest Chinese and multilingual news websites. As a key national news website, news from People's Daily Online has credibility. Most of the users should be mature adults who care about political issues.

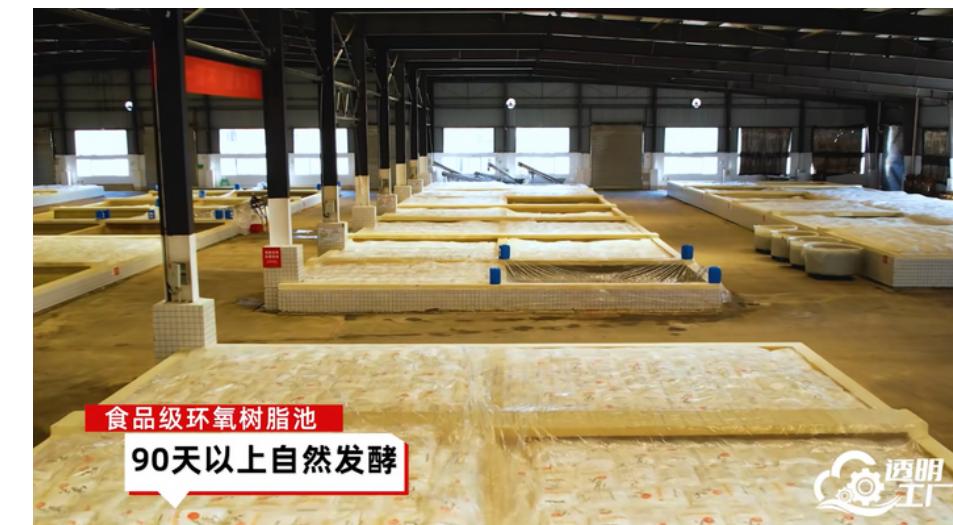


Wechat provides instant messaging service worldwide with the majority of users between 24 and 30 years old accounting for 25.6%. Wechat platform users open the most times per capita, as high as 30 + times per user. Besides instant messaging service, individuals and companies can also use subscription accounts to post articles.

MEDIA CONTENTS-VIDEO



Nearly six months after the crisis, Kangshifu participated in **a live stream of factory visits hosted by People's Daily Online** and **posted a video** on its official wechat account. The two-minute video shows the entire production process of Laotan pickled cabbage, and shows People's Daily Online reporters visiting the factory with factory leaders.



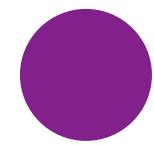
MEDIA CONTENTS-VIDEO

Pros: This source is reliable and authoritative enough.

The cooperation between Kangshifu and People's Daily Online has made the video content more authoritative and reliable due to the authority of People's Daily Online in China. Overall, this video is professional and serious. The style of the video is more of a combination of official documentary and quick news. The video is made in high definition and all the details of sauerkraut production and technical machines look very real, meanwhile, there are many professional terms to define the different stages of food production. All these make the footage recorded by People's Daily Online more convincing, which also shows the importance Kangshifu factory attached in food safety and their confidence of showing everything "transparently".

Cons: Serious contents are always harder to spread widely.

Young people prefer short videos in entertaining tone and they follow the popular trends that go viral on the internet instead of being taught and educated by serious videos. Plus, this video was posted as part of an article on the official Wechat account, rather than on more video-focused platforms like Douyin and Bilibili, which young people spend more time watching videos. Though food safety is indeed a serious issue, young people can sometimes create fun topics related to that in a more acceptable way.



COMPETITORS AND COMPARISON

TONGYI COMPANY ("统一")



Tongyi company (China) mainly engaged in convenience food and beverage production and management, which is the most important competitor of Kangshifu.

In 2013, the market share of Laotan Pickled Cabbage Beef Noodles of Kangshifu and Tongyi is 44% and 56%. **Tongyi is also seriously hurt by unsafe Tukeng pickled cabbage.**

BAIXIANG FOOD GROUP ("白象")



Baixiang Food Group Co., Ltd. was formally established in 1997. It has more than 90 instant noodle production lines and nearly 1.2 million sales terminals.

In this crisis, Baixiang did not cooperate with any unqualified suppliers, and the way they responded won the trust of more consumers, and their sales and market share increased as well.

COMPETITORS AND COMPARISON

- **Timely responses**
- **Late factory-visiting campaign**
- **Single media channel: Weibo**

	Earliest response	Reaction speed	Channel and Contents
Kangshifu	2022.3.16 1:00am	Fast	Weibo: 2 statements and factory-tour invitation (5 mos later)
Tongyi ("统一")	2022.3.15 at night	Fast but inaccurate	Weibo: 3 statements, 1 commitment letter, and factory-tour invitation on March 16
Baixiang ("白象")	2022.3.15 10:28pm	Fastest and direct	Weibo: 1 early declaration and 1 formal statement, and 1 thank you letter 4 days later

COMPETITORS AND COMPARISON

- **Timely responses**

Though Kangshifu's response was the latest among these three companies, they issued a statement at 1 am and apologized to consumers after initially identifying their pickled cabbage suppliers, these few hours of investigation show the importance Kangshifu attaches to food safety. Although their competitor Tongyi released the statement before Kangshifu, Tongyi later deleted the first statement. Compared with Tongyi, Kangshifu took some time to do a rigorous investigation, showing their efficiency.

- **Late factory-visiting campaign**

Kangshifu admitted its mistake and showed its sincerity at the first time, but they did not respond positively to this incident again till they post the factory-visiting video nearly 6 months later. Similarly, Tongyi applied this factory-visiting live-streaming strategy, but what's different is that Tongyi posted an invitation on its Weibo account the day after the crisis came to light, and invited 1,000 participants to join this campaign. While the heat of the crisis has been reduced, the 6-month-later campaign causes Kangshifu to lose the window to rebuild consumer trust with real action in the first place.

- **Single media channel: Weibo**

They all take Weibo as the main PR channel. Recalling the BP oil spill crisis, it's use of different social media received strong PR industry praise. Different social media platform can address different aspects of the company's central narrative.

06.

**EVALUATION &
RECOMMENDATION**

EVALUATION: Effective

01 Response quickly and sincerely

Kangshifu's PR is in line with the 5s principle of crisis PR: shoulder the responsibility, sincerity, speed, system, and standard. At the time the hygiene problem broke out, Kangshifu sincerely apologized and actively took responsibility. Kangshifu immediately terminated cooperation with the company in question, and removed all relevant products from the shelves. All these actions fully demonstrate Kangshifu pays high attention to food safety and consumers.



3-16 From iPhone 11 Pro Max

关于使用酸菜包原料的声明

关于使用酸菜包原料的声明

针对央视“3.15”晚会报道的酸菜原料一事，我司对此事件高度重视，公司已在第一时间成立专门的小组，采取最严措施，并配合政府监管部门对相关企业和产品的调查和检测。具体情况如下：

1. 我司从未使用过湖南锦瑞食品有限公司、岳阳市雅园酱菜食品厂、坛坛俏食品有限公司的酸菜，也从未使用过以上3家公司的任何产品。
2. 湖南插旗菜业有限公司是我司酸菜供应商之一，我们已立即中止其供应商资格，取消一切合作，封存其酸菜包产品，积极配合监管部门调查与检测。

此次事件是我们管理的失误，辜负了消费者的信任，我们深表歉意并将引以为戒！后续我司将在政府有关部门指导与监督下开展积极整改，感谢媒体和社会各界的监督。

康师傅方便面投资(中国)有限公司
2022年3月15日

EVALUATION: Effective

02 Display outcomes of improvement actively

Kangshifu invited the authoritative media to visit the factory to show its improved mechanical production. Kangshifu posted quality inspection reports on the package of instant noodles after the rectification, which invites authoritative third-party to endorse.



EVALUATION: Effective

01 Improper attitude in handling public comments on social media.

The comment section under Kangshifu's official apology microblog on Weibo is closed, stopping people's reflection. Lacking interaction with consumers is easy to make consumers feel insincere.



02 The effect of PR is not that obvious, consumers' attitudes don't change a lot.

Kangshifu did not win back the trust of consumers, many people still indicate they would not forgive and buy Kangshifu products again. The reason is that the PR release to disclose the factory's production process was released on 8.31, which has already missed the best time to clarify. Also, Kangshifu's news release didn't conduct large-scale publicity, many people were not exposed to the clarification.



RECOMMENDATION: Step One

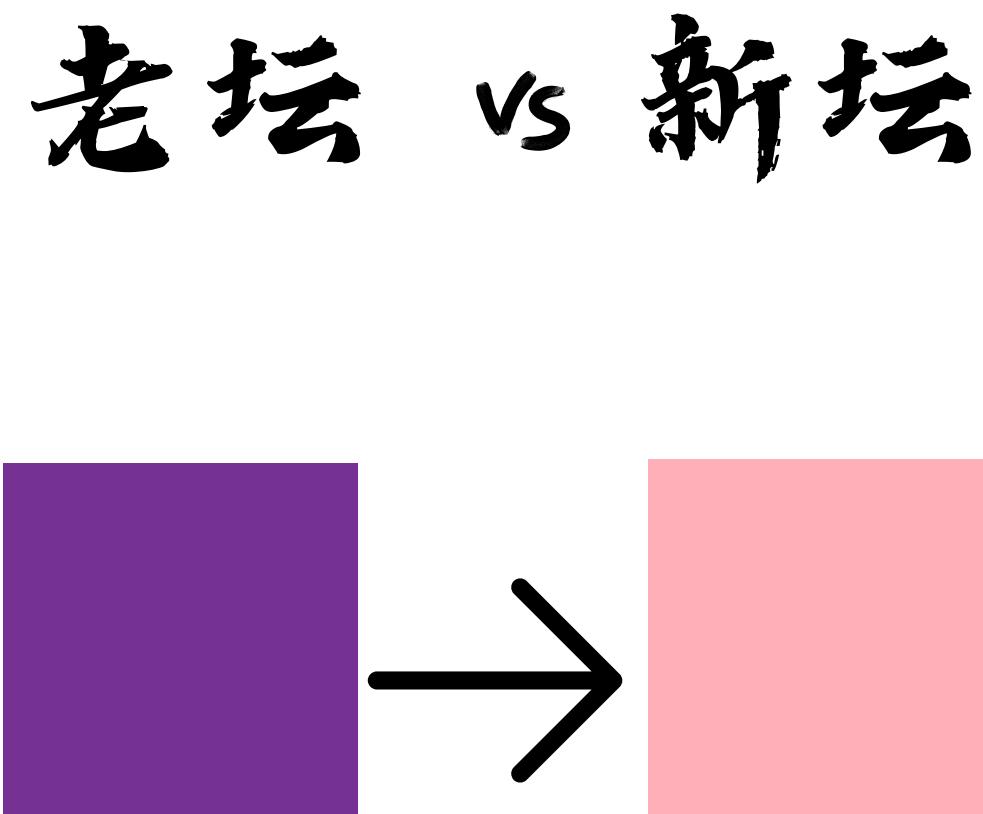
01 **Rebrand Laotan Pickled Cabbage Beef Noodles**

A. Change the appearance and promotion points of old products.

The product Laotan Pickled Cabbage Beef Noodles has a very representative purple color, which makes consumers think about pickled cabbage as long as they see its packaging. Even if Kangshifu improves the hygiene issue, the image of the packaging will still evoke consumers' instinctive disgust.

Kangshifu can use a new design to change consumers' instinct hatred attitude towards the old product, giving a sense of renewal, which may facilitate the relaunch of the pickled cabbage instant noodles. Change the product's symbolic deep **purple color** packaging to **light color**, or maybe change its **slogan from old jar (老坛) to new jar (新坛)**, emphasize **automated mechanical production technology**, and promote other words that can be associated with hygiene. Also, make the pattern of pickled cabbage smaller on the package, instead, put the **mechanical production flow chart** of pickled cabbage on the package with the **quality inspection report** from authoritative institution. If consumers view the old products as new one, they will accept the product again easier.

After changing the packaging, Kangshifu should publicize its new image widely by putting **advertising** in popular video platform, mass media, or inserting ads in TV series to reach consumer group. Keep promoting its new image to make the public re-accept the product.



RECOMMENDATION: Step One

01

Rebrand Laotan Pickled Cabbage Beef Noodles

B. Disclosing more producing process.

Because Kangshifu also had some food safety problems with its seasoning packets years ago, consumers have accumulated some dissatisfaction before the 3.15 crisis. Kangshifu should not only disclose the production process of pickled cabbage but also the **processing of seasoning packets, noodles and vegetable packets** to achieve **transparent production**.

In addition, Kangshifu only invited food experts and media to visit food production factories, it does not hold regular open days for common consumers. The previous promotional video for factory production looks too official and not grounded. Kangshifu can hold an **Open Day for 1000 customers, KOLs, and media practitioners** reporters to visit its factory again, and cooperate with reporters to **interview** consumers who visit the factory and shoot some videos.



After the open day, Kangshifu should make videos or write PR brief based on the open day, which focus on consumers' attitude change to address improvement can be more convincing. (Promotion of the Open Day will be done in the Social Media Campaign below)

RECOMMENDATION: Step One

01 Rebrand Laotan Pickled Cabbage Beef Noodles

B. Disclosing more producing process.

In addition, Kangshifu only invited food experts and media to visit food production factories, it does not hold regular open days for common consumers. The previous promotional video for factory production looks too official and not grounded. Kangshifu can hold an **Open Day** for 1000 customers, KOLs, and media practitioners reporters to visit its factory again, and cooperate with reporters to interview consumers who visit the factory and shoot some videos. After the open day, Kangshifu should make videos or write PR brief based on the open day, which focus on consumers' attitude change to address improvement can be more convincing. (Promotion of the Open Day will be done in the Social Media Campaign below)



1000元的康师傅方便面到底长什么样?

UP HOLA小测佬 · 2020-11-8



同样是老坛酸菜牛肉面，统一、康师傅、今麦郎有什么区别?

UP 不吃香菜的张先森 · 2-26



718.5万
粉丝

659
关注

7284.3万
获赞

十关注

RECOMMENDATION: Step Two

02

Rebuild Kangshifu's Corporate Reputation

According to Wilcox et al. (2013), "Reputation management is the most important thing in the recovery phase". Reputation scholars describe the three foundations of reputation as (1) economic performance, (2) social responsiveness, (3) the ability to deliver valuable outcomes to stakeholders. The latter two are most more important." As the public takes food hygiene and health issues more seriously, it is difficult for them to regain trust in a company with food safety problems quickly. So besides solving this crisis, **rebuilding the corporate image** is the most important thing.

After research we find that **Kangshifu has participated in many food-related charity projects**, including food safety promotion, water education, anti-epidemic assistance, environmental protection and emission reduction, and other aspects. Kangshifu also actively engage in public charity, but all of the things mentioned above **lack effective publicity**, that's why public perception is not strong. Kangshifu still needs to conduct large-scale publicity to increase the penetration of its responsible corporate image.

So we recommend planning a social media campaign to reshape Kangshifu's public image, focusing on Kangshifu's unknown efforts in corporate social responsibility and using it as a chance to continue to apologize for the 315 incident.



RECOMMENDATION: Step Two

02

Rebuild Kangshifu's Corporate Reputation

A. Create Weibo Hot Topics

We will contact 5-10 Weibo Big Vs who specialize in producing video content to make short videos. The content directions of the short video are two, the first is Kangshifu doing public welfare secretly, and the second is the change of consumer attitude in Kangshifu's open day activity. The style of the video should be light-hearted and flirtatious. We will send the previously prepared Open Day video materials to the Big Vs. Finally, we will determine a suitable time for these ten Big Vs to release the video with a designed **tag (词条)** at the same time. The tag will be "**Kangshifu has done so many things secretly?**" Also, Kangshifu's official Weibo account will release a pre-made video of the Open Day and publish it with the same tag. The tag is expected to be in the top 20 of Weibo's overall list, which will get a lot of



实时热点，每分钟更新一次

1 教育部开通高校学生资助电话

2 釜山行2 3064492

3 入伏 1403135

4 康师傅背着我们做了这么多事？

5 爱奇艺回应超前点播案原告再...

6 神童少女父亲回应女儿日作诗2...

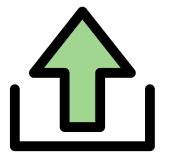
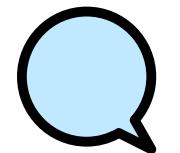
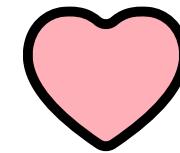
7 想怎么发就怎么呆 889968

RECOMMENDATION: Step Two

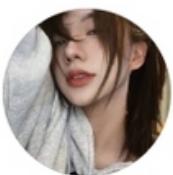
02

Rebuild Kangshifu's Corporate Reputation

B. Social media comment section maintenance



After creating a Weibo hot topic, Kangshifu needs to comment positively on his own tweets and other related tweets, especially in response to negative comments. Respond with a "**"begging and humble" tone**" to make consumers feel its sincerity. Kangshifu should take care to guide positive comments and maintain a harmonious discussing atmosphere in the comment box.



_奶糖爱好者

4-13 From 微博轻享版

#康师傅老坛酸菜方便面重返超市货架# 鬼知道是不是
又是土坑脚踩 就是更隐蔽了不让我们知道 不支持

Repost

1

2



王大强6 铁粉1

康师傅的老坛酸菜面我都不敢买的好吗

11-5 11:17 来自海南



你不要發現我才好

5-8 From iPhone客户端

离谱了 康师傅方便面 查出老坛酸菜是被脚踩的以后，
价格还涨了？所以 涨钱是用在了选厂上了吗？@康师
傅

RECOMMENDATION: Step Two

02

Rebuild Kangshifu's Corporate Reputation

C .Release PR Articles

Kangshifu should make an appointment in advance with **10 WeChat official accounts** that matched the tone of the campaign to write articles. The starting point of these articles can be based on the previous Weibo hot topics, the content can be related to Kangshifu secretly doing public charity, Kangshifu's open day and the change of consumers' attitude, and how Kangshifu humbly begs for forgiveness under the official account. PR articles will be issued in an orderly manner over a period of time to achieve the best publicity effect.



Vista看天下



智谷趋势



36氪



中国新闻周刊





Class Activity

Assuming you are the operator of Kangshifu's Weibo

Reply to these negative comments with **humble** attitude?

eg. 求求了别骂了已经在改了

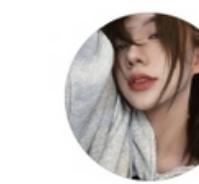
Scan the QR code to answer in Chinese (用中文回复)



王大强6 铁粉1

康师傅的老坛酸菜面我都不敢买的好吗

11-5 11:17 来自海南



奶糖爱好者

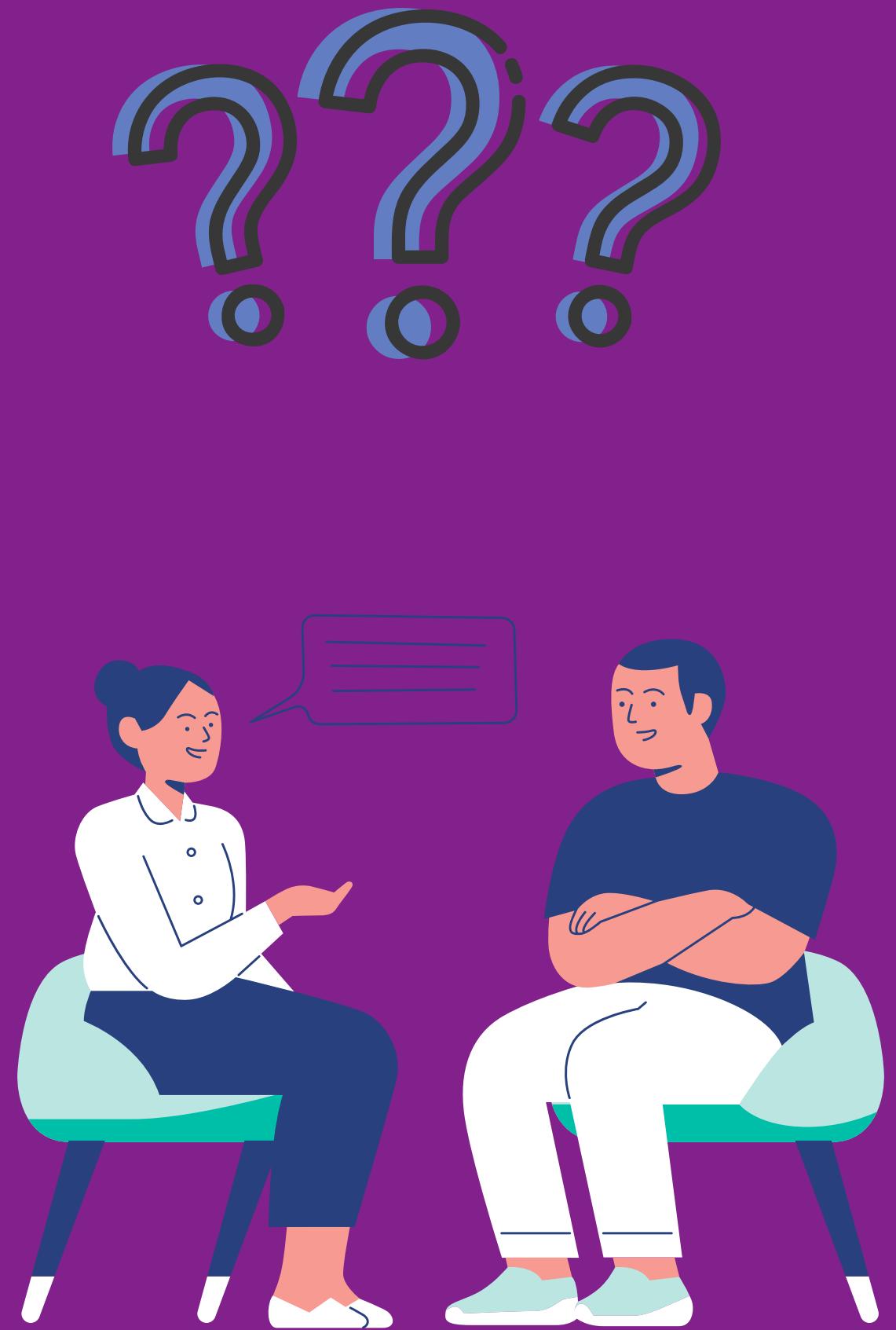
4-13 From 微博轻享版

#康师傅老坛酸菜方便面重返超市货架# 鬼知道是不是
又是土坑脚踩 就是更隐蔽了不让我们知道 不支持

Repost

1

2



Questions and Answers

References

Cheng, X. (2022, May 23). "土坑酸菜"11家企业通过验收复产，当地将建标准腌制池. _新闻频道_央视网(cctv.com). Retrieved December 4, 2022, from <https://news.cctv.com/2022/05/23/ARTIVt2zXAoZNN7RqhRxPpkc220523.shtml>

China News Service. (2022, March 16). 康师傅致歉 [Kangshifu apologizes]. Sina Visitor System. From <https://weibo.com/3604378011/LjUeXx7Jb>

Kangshifu Instant Noodles. (2022, August 31) 人民网"透明工厂"走进康师傅老坛酸菜牛肉面 [People's Daily Online "Transparent factory" with Kangshifu's Laotan pickled cabbage beef noodle]. Wechat Subscription Account. <https://mp.weixin.qq.com/s/dZxRRWTYL4KrMGsAAL8O4g>

Li, P. (2021). Master Kang, getting younger and younger! China Food Press. Retrieved December 4, 2022, from <https://chinafoodpress.com/2021/12/14/master-kang-getting-younger-and-younger/>

Rao, L. (2022, March 18). 比"土坑酸菜"更坑的，是插旗菜业的双标. 知乎专栏. Retrieved December 4, 2022, from <https://zhuanlan.zhihu.com/p/483295147>

Wilcox, D. L., Cameron, G. T., Reber, B. H., & Shin, J.-H. (2013). THINK Public Relations. Pearson Higher Ed.

Wu, P. (2021). Instant noodles that can't be knocked down, master Kang who can't laugh. China Food Press. from <https://chinafoodpress.com/2021/09/05/instant-noodles-that-cant-be-knocked-down-master-kang-who-cant-laugh/>

"Tip of the Tongue Safety" Food Safety Policies and Standards Review in 2021. (2021). Yibiao Web <https://www.ybzhan.cn/news/detail/97648.html>.

给日本供合格酸菜，却让国人吃“土坑酸菜”的企业凭什么喊冤？. baijiahao. (2022, March 28). Retrieved December 4, 2022, from <https://baijiahao.baidu.com/s?id=1728540838325878025&wfr=spider&for=pc>

315晚会过去了，如何看待老坛酸菜？. 微博. (2022, March 22). Retrieved December 4, 2022, from <https://m.weibo.cn/2498819292/4749910613951876>

Thanks for Watching