
Masters

Business


2017

A Corporate Ethical Compass Tool to Measure Public Relations Decision Making

Lian Qing Luo

Technological University Dublin, chongkai02@hotmail.com

Follow this and additional works at: <https://arrow.tudublin.ie/busmas>

 Part of the [Arts Management Commons](#), [Business Administration, Management, and Operations Commons](#), [Business and Corporate Communications Commons](#), [Business Law, Public Responsibility, and Ethics Commons](#), and the [Nonprofit Administration and Management Commons](#)

Recommended Citation

Luo, L. Q. (2017) *A Corporate Ethical Compass Tool to Measure Public Relations Decision Making*. Masters thesis, DIT, 2017. doi.org/10.21427/D7J11W

This Theses, Masters is brought to you for free and open access by the Business at ARROW@TU Dublin. It has been accepted for inclusion in Masters by an authorized administrator of ARROW@TU Dublin. For more information, please contact yvonne.desmond@tudublin.ie, arrow.admin@tudublin.ie, brian.widdis@tudublin.ie.



This work is licensed under a [Creative Commons Attribution-Noncommercial-Share Alike 3.0 License](#)



***A Corporate Ethical Compass Tool to Measure Public
Relations Decision Making***

Dublin Institute of Technology

Master's Degree (MA) in Public Relations



Supervisor: James Carswell

Lian Qing Luo

August 2017

Declaration of Originality

I hereby certify that this material, which I now submit for assessment on the programme of study leading to the award of

Master's Degree (MA) in Public Relations/

Master's Degree (MA) in Public Affairs and Political Communications

Is entirely my own work and has not been submitted for assessment for any academic purpose other than in partial fulfilment for that stated above.

Signed _____

Date: 24/08/2017

Abstract

Corporate Public Relations (PR) Ethics is always a top research topic in theory and practice as PR practitioners often have numerous ethical choices to make when addressing controversial issues. However, how to quantify or measure the ethical alternatives of PR decision making and help public relations practitioners make more ethically correct decisions is an open problem. To address this problem, this thesis proposes the PR "Ethical Compass" as a measuring tool or technique to help corporations justify and evaluate the consequences of their ethical public relations decision making. To investigate the advantages and disadvantages of the Ethical Compass technique, qualitative research was used to first identify ten corporate public relation cases, then quantitative research was used to collect public opinions and corporate financial data to test each case against the "EthCom Rating" calculated by the tool. The Ethical Compass tool is directed towards PR practitioners and all those interested in public communication who seek an effective mechanism for measuring the projected outcome of corporate ethical decision-making.

Keywords: Public Relations, PR Ethical Compass, corporation PR ethical decision-making

ACKNOWLEDGEMENTS

Sincere thanks to all those whose unwavering belief in this project and myself made it a research reality.

To my supervisor, Dr James Carswell, it is an honour to finish my dissertation under your guidance. This thesis was coming from one of our discussion. As a Chinese, I deeply believe the decision of Google quit China 2010 was unethical. However, Dr James Carswell believes it is an ethical decision. Therefore, the healthy discussion between us inspired me to create this PR Ethical Compass; even my Compass finally proved I was wrong. Dr James Carswell is very serious on my dissertation verbatim modification and gave a lot of valuable advice throughout this entire dissertation process. Hopefully, I am not the worst student you have ever meet, thank you for paying attention to my broken English. It is my privilege to follow your guide in my research.

Dr John Gallagher, thank you for giving me an offer and introduced me take PR course. Also thank you for being a terrific professor and mentor. No other individual shaped my academic philosophy and scholarly pursuits more than Dr John Gallagher.

In addition, I would wish to acknowledge all the wonderful tutor in DIT as well, John Kenny, Thomas Clonan, Tony Murray, Ken Fox, Camillus Dwane and Kevin Hora.

An additional much deserved “thank you” to those who helped me in the past nine years. Jeannette, Albert, Stella, Hu Yan, Wei Zhang and all my colleagues in the ST James’s Hospital, your unwavering love and encouragement is the faith of my study.

Finally, I wish to say thank you to Le Le, allow me to use a quote from Roy Croft:

I love you

because you are helping me to make of the lumber of my life,

not a tavern, but a temple;

I love you

because you have done more than any creed could have done,

to make me good and more than any fate could have done.

You have done it by being yourself.

Perhaps that is what being a friend means,

after all.

Contents

| | |
|--|-----|
| Abstract..... | III |
| Chapter 1 Introduction | 1 |
| Chapter 2 Backgrounds..... | 1 |
| 2.1 Relativistic and Absolutist Ethical Models | 2 |
| 2.2 Consequentialism and utilitarianism | 3 |
| 2.3 The ethical decision dilemma in public relations..... | 5 |
| 2.4 The demanding of corporation’s public relations decision making..... | 8 |
| 2.5 Communication in public relations decision-making..... | 10 |
| 2.6 An Ethical compass | 12 |
| Chapter 3 Literature Review | 14 |
| 3.1 Public Relations Ethics | 14 |
| 3.2 Marketplace theory and Public opinion..... | 16 |
| 3.3 Reputation management | 19 |
| 3.4 Understand Stakeholders | 20 |
| 3.5 PR Measurement | 21 |
| 3.6 Game theory | 24 |
| 3.7 In summary | 25 |
| Chapter 4 Research Methodology | 26 |
| 4.1 Research Design..... | 26 |
| 4.2 The Sample size..... | 28 |
| 4.3 Questionnaire Design..... | 29 |
| 4.4 The responses of Research | 30 |
| 4.5 Limitations..... | 31 |
| 4.6 Ethical implications of the research..... | 31 |
| Chapter 5 "PR Ethical Compass" Testing and Analysing | 32 |
| Case 1 United Airlines | 32 |
| Case 2 Lotte..... | 34 |
| Case 3-SeaWorld Parks and Entertainment..... | 40 |
| Case 4 Lancôme Hong Kong..... | 43 |
| Case 5 Volkswagen..... | 47 |
| Case 6 Turing Pharmaceuticals | 50 |
| Case 7 Starbucks Corp..... | 52 |
| Case 8 the Boy Scouts of America..... | 53 |

| | |
|--|----|
| Case 9 Google..... | 58 |
| Case 10 Yahoo China..... | 62 |
| Chapter 6 Finding..... | 63 |
| 6.1 The formula of PR Ethical Compass | 63 |
| 6.2 The rules of PR Ethical Compass | 63 |
| 6.3 The Value of the PR Ethical Compass..... | 65 |
| 6.4 Disadvantage..... | 67 |
| 6.4.1 Cost of implement..... | 67 |
| 6.4.2 The probability influenced by non-public group..... | 68 |
| 6.4.3 A lack of diverse | 68 |
| Chapter 7 Impacts..... | 68 |
| 7.1 Impact in theory building of PR ethical decision making..... | 68 |
| 7.2 Impact of corporate strategy plan | 69 |
| 7.3 Impact of Corporations in CSR relative decision making | 69 |
| 7.4 Impact and Relevant beneficiaries..... | 70 |
| Chapter 8 Discussions | 71 |
| 8.1 The advantages and disadvantages of my research | 71 |
| 8.2 About Lancôme's case..... | 72 |
| Chapter 9 Conclusions | 73 |
| Chapter 10 Recommendations | 74 |
| Bibliography | 77 |
| List of Abbreviation..... | 88 |
| Appendix I-List of Figures..... | 89 |
| Appendix II - Research Data..... | 90 |

Chapter 1 Introduction

Corporate Ethics are a major concern at both a philosophical and methodological level in decision-making and evaluation especially when public relations (PR) practitioners try to help corporations make the correct decision by proposing options costing thousands or even millions of Euros. These ethical decisions are often made with little or no backing evidence/research in many cases. Furthermore, when decisions are acted upon, PR related programs are often implemented with scant tracking or measurement to evaluate whether they are/were effective. Likewise, there are even less public relations practitioners doing ethical evaluations of these decisions to question if it is responsible? Is it moral? Or is it ethical?

It is difficult to find the right professional code of conduct, ethics models and methodologies, or even a law to justify and evaluate public relations decision making. This challenge poses the research question then of "How can we measure public relations decision making?"

To address this problem, this thesis proposes a measurement tool or technique that can be used to quickly and effectively justify and evaluate the ethical outcomes of public relations decision making.

This tool is called the PR "Ethical Compass", as it can help public relations practitioners to actually determine the ethical direction they are heading. Whether they want to make their PR decisions more ethical or more profitable, or want to achieve equilibrium between profits and ethics, they can get a clear and visual answer.

Chapter 2 Backgrounds

Ethics is a complicated field. In general, ethics are the values that guide a person, organisation, or society in concepts such as right and wrong, fairness and unfairness, honesty and dishonesty. It is about our thinking process and it based on rational justification. It refers to our efforts to articulate our reasons for putting greater weight on some moral claims over others in certain dilemmas. In contrast to morality's focus on the quality of goodness, ethics focuses on the rightness of given action: How can we know this action would be the right thing to do?

Ethical issues are often complex, any activity involving people acting purposefully is complex. Different people will make different decisions when faced with the same situation. Philosopher Henry Sidgwick said that the aim of ethics is to "systematise and free from error the apparent

cognitions that most men have of the rightness or reasonableness of conduct." (Sidgwick.H, 1981) Johnstone maintains that " ethicists strive to illuminate the processes by which moral decisions are made in order to provide insight into the nature and conditions of competent moral judgement (Plaisance, 2013)". While Patricia J Parsons gives a fundamental definition of public relations ethics as the "application of knowledge, understanding and reasoning to questions of right or wrong behaviour in the professional practice of public relations." (Parsons ,2004)

2.1 Relativistic and Absolutist Ethical Models

Socrates once said that all humans share a common, innate understanding of what is morally good. Ethical relativism and ethical absolutism are two important ethics models that accompany the development of this history of human ethical thought.

Absolutism is making normative ethical decisions based on objective rules. Absolutism insists that some things are always right and some things are always wrong. There are always non-overrideable moral principles that we should obey.

Kantian Ethics is the most common example in absolutism. It focuses on the rightness and wrongness of an action. Most ethicists reject the theory of ethical relativism. Some claim that while the moral practices of societies may differ, the fundamental moral principles underlying these practices do not in itself. The consequences never be taken into account in Kantian Ethics.

Absolutism provides a fixed ethical code which gives clear moral judgments in situations where there is a need for ethical guidance. However, it doesn't take into account historical development and cultural difference. Ethics are not simply 'black and white', it is practically not possible to make everyone live by the same rules. Especially, words like "goodness" or "justice", "truth" or "freedom" mean different things in different parts of the world and at different times in different cultures.

Relativism is from ancient Greece. Moral standards differ from culture to culture: what the "natural light of reason" reveals to one people may be radically different from what seems obvious to another. Professor Wilfred Waluchow defines moral relativism as "a view which rejects the notion that there is one, universally valid morality which can be discovered by moral reasoning. (Waluchow, 2003) Therefore, there is no single answer for all cases. What we should do will depend on the circumstances and relative importance of the conflicting obligations. It focuses on the consequences which determine whether it is right or wrong.

Essentially, it is a theory concerned with the result, not the action itself.

In general, ethical relativism argues that morality is only relative to society, nation, culture, age and so on. Moral principles and moral systems are always temporary, uncertain, limited, lack universality, there are no absolute truths or universally valid moral principles. In this ethical model, all truths that are relative to the subject and so there is no one true morality.

Relativists allow there to be variety in different cultures. It believes in tolerance and respect for other people's societies. However, relativism fails to appreciate that certain moral values are universal. A relativist's empirical claims about epistemic principles, moral ideals and the like are often countered by anthropological arguments that such things are universal, and much of the recent literature on these matters is explicitly concerned with the extent of, and evidence for, cultural or moral or linguistic or human universals. (Brown, 1991) A relativists' fundamental morals are based on a group's majority action.

2.2 Consequentialism and utilitarianism

Absolutism and relativism are opposite arguments to morality and ethical situations. Consequentialism is another ethics theory. It holds that an act is only moral or ethical if it results in a good conclusion. The most influential example of consequentialist moral reasoning is utilitarianism, a doctrine introduced by Jeremy Bentham (1748-1832) the 18th-century English political philosopher. (Garfield & Edelglass, 2011)

Jeremy Bentham believes the right thing to do is to maximise utility. All human beings are governed by two sovereign masters - pain and pleasure. As human beings, they all like pleasure and dislike pain. Therefore, the right thing to do individually or collectively - is to maximise the overall level of happiness. Jeremy Bentham's "Utility" is the balance of pleasure over pain; happiness over suffering. It is called the principle of maximising utility. His utilitarianism is summed up with the slogan, "The greatest good for the greatest number." He believes that whether for personal or political morality, it is to maximise the general welfare for the collective happiness; for create the pleasure over pain.

Bentham believed that maximising utility is a principle not only for individuals but also for communities and legislators. What he means by the community is the sum of the individuals who comprise it. And that's why in deciding the best policy, in deciding what the law should be if legislators add up all of the benefits of this policy and subtract all of the cost, the right thing to do is the one that maximises the balance of happiness over suffering.

Jeremy Bentham (1748-1832) and John Stuart Mill (1806-1873) developed the theory explicitly and in detail. (Brink, 2006) They have different conceptions of pleasure, but they both equated it with happiness and believed that pleasure was the ultimate value. Other utilitarianism interpreted their theory as requiring us not to maximise happiness but rather to maximise the satisfaction of people's desires or preferences.

Critics of them contend that things other than happiness are also inherently good - for example, knowledge, friendship, and aesthetic satisfaction. These things are valuable even if they do not lead to happiness.

Critical (Robinson & Garratt, 1996) pointed out that some actions are wrong even if they produce good because maximising utility is not concerned with how the happiness is distributed. For example, is it better to achieve two units of happiness for three people or to achieve six units of happiness for one person? What the majority wants isn't always the best solution. The famous argument is if start vote appropriate private property for public use then everybody will vote "Yes" because utilitarianism will support to maximise public interests.

In my opinion, if we ask the public opinion, in this case, the result may be totally different with predicted one. We may find almost everyone holds the principle of private property sacrosanct faith when you try to go against this faith it will cost public panic. I have to argue that, in this case, people will choose to respect private property.

The classical capitalist economist Adam Smith (1723-1790) held such a view; he argued that if a business is left to pursue its self-interest, the good of society will be served. (The Wealth of Nations, 1776)

The pursuit of self-interest is central to our economic system because it provides the motivating force that turns the wheels of commerce and industry. The business is the part of the social system.

'Utilitarianism' maintains that the morally right action is the one that provides the most contentment for all those affected. After assessing the most likely results of each action, not just in the short term but in the long run as well, we are to choose the course of conduct that brings about the greatest net. (Beauchamp, 2008)

From a utilitarian point of view, a corporation should constantly gain profit for the stakeholders. Of course, it is very difficult to make a profit, if a corporate judged by public as being immoral. Therefore, to gain the maximum profit under the public ethical stands is the

corporate public relations should consider when they make decisions.

2.3 The ethical decision dilemma in public relations

The most important question for public relations ethics is the problem of divided loyalties that is inherent in public relations, how PR practitioners balance the interests of corporations and the interests of publics? How to balance their individual ethics model and the general social ethics model?

Most PR practitioners are involved in both manager and technician work. An European research showed that, up to 64 percent of public relations practitioners involved in decision making and planning. (Zerfass, 2008) And all the top 100 companies in Britain have PR departments. In 2012, conducted research, 74% people believe that "The organisation voice" is created by all organisational members interacting with stakeholders, supporting the notion that all employee is part of the public relations team. (Tench & Liz ,2014)

However, as professionals, the public relations practitioners serve diverse special interests of corporations. Meanwhile, they also bound to serve the public interest.

For corporate PR practitioners working in an agency, a major conflict of interest that threatens ethical communications is the direct need to serve their client's interests versus their indirect responsibilities to serve the public's interest (Fitzpatrick & Gauthier, 2001). To counter balance this client-bias and the corresponding utilitarian profit-motive that accompanies commercial communications, many PR ethical theories prefer duty-based or deontological ethics instead of consequentialist/utilitarian ethics.

In many respects, crisis PR is an "ethical testing ground for PR professionals," (Fitzpatrick, 2006) who must perform the dual role between organisation and public.

These dual obligations, which require a perfect balancing of competing for corporation's interests and public interest also need to diminish divergence between internal stakeholders and external stakeholders.

Cutlip argues that Kant's ethics are more important for PR because decisions are based on what is right or wrong, and not who benefits most. (Cutlip, 2006)

In 1984, Kitchener argued that in the absence of clear ethical guidelines, relying on personal value judgments (as some other authors had proposed) was not adequate because "independent of external considerations, not all value judgments are equally valid (Fisher, 2011)

In 2000, according to the new code of ethics of the Public Relations Society of America (PRSA), the public relations professionals best serve the public interest by serving the special interests of clients and employees whom they represent. The code states that public

relations provide organisations with "a voice in the marketplace of ideas, facts, and viewpoints to aid informed public debate."; "Protecting and advancing the free flow of accurate and truthful information is essential to serving the public interest and contributing to informed decision making in a democratic society. (Fitzpatrick, 2006) However, these codes didn't clearly represent details of ethical standards in the theoretic or practical aspects.

Patricia J Parsons believes the code of ethics might help to guide the discussion, however, a lot of critics mentioned that the code of ethics are nothing more than an attempt to professionalise an unprofessional occupation. (Parsons, 2004)

Most ethical standards that are designed to address public relations practices dealing with "old media," they are not sufficiently developed for more ever-changing "new media". (Fitzpatrick, 2006)

Obviously, it costs time to make more stands and correct more details for public relations ethics. However, even if we develop more codes and stands, we could never catch up the new public relation changing environment. Another problem is, the more rules and stands we make the less effective is the work because it leads to a whole branch of ethical decision-making based on the search to discover loopholes. (Parsons, 2004)

Meanwhile, when PR practitioner needs to make a tough decision, not every PR practitioner has the capability to reason things rationally and to remember and understand every rule. There is quite a possibility that decision may be unfair or even unethical. For this reason, there is a clear need for ethical education for all public relations practitioners as one key to ensuring that correct decisions are made when the time comes to make such an important judgement (Parson, 2008).

Smith, McGuire, Abbott, and Blau (1991) surveyed practitioners about their reasoning during an ethical conflict. They found that professionals acknowledged laws and ethical codes when identifying what they should do but more often identified personal values and practical factors when determining what they would actually do when faced with a dilemma. However, in the study of Hinkeldey and Spokane (1985), they concluded that decision making was affected negatively by pressure but that participants relied little on legal guidelines in making responses to ethical conflict dilemmas. (Sava, Simona; Marian, Amelia, 2004)

In most of time, the law provides a model for managing the careful balancing of competing values and interests required in the practice of public relations. But most people believe the law falls short of proving acceptable principles on which to base ethical conduct. Law is about what people must do, while ethics is about what people should do. Ethics begins where the law ends but sometimes they may not appear on the same side.

Patricia J Parsons in her book points out that law and morality are related, but they are certainly not the same thing. Organisations that follow the letter of the law and nothing more are clearly looking out for their own needs, without considering the possibility that their responsibility to their communities might be morally rather than simply legally dictated. What they ought to do might be considerably more than what they must do. (Parsons, 2004)

For these reasons, the law is not an appropriate guide for determining parameters of ethical behaviour.

Another example is, as of August 2016, 72 countries have laws criminalising homosexuality, with most of them located in Asia and Africa. In 2006, this number was 92. As of March 2017, 22 countries recognise same-sex marriage. (The Pew Charitable Trusts, 2017) As a public relations practitioner, the way we represent our clients to deal with these issues in different timing and different countries with the different audiences will never adopt the same stands, principles and even the laws.

According to agency theory, agency dilemma occurs when one person or entity (the "agent") can make decisions on behalf of, or that impact, another person or entity: the "principal". (Eisenhardt, 1989) This dilemma assuming that agents always act for their best interests instead of employers and it always as a moral hazard exists in the circumstances.

Several authors made an attempt to ground ethical decision making on some theory or philosophy. They argued that absolute thinking (dealing with rights and duties) and utilitarian thinking (doing the greatest good for the greatest number; considering the interests of clients) were both involved in ethical decision making. Tymchuk (1986) stressed that the goal of ethical decision making should be one of justice. In addition to laws, regulations, ethical codes and practical experience, Tymchuk encouraged reliance on utilitarianism as a guide to decision making. However, different philosophies distinguish us from conventions, established assumptions and subtle beliefs. These are the risks each person can have in his or her principles, and there is nothing more can be surely justified. For a PR decision maker, there is no dwelling place for permanent settlement.

As we can see that, there is a lack of unified normative reasons or the principles lying behind their judgments, the relativistic, absolutist and consequentialism have their advantages and disadvantages. None of them is suitable for modern enterprises decision ethical evaluation. But we can try to combine them to create new evaluation methods to achieve PR practitioners, making ethical decisions more effective and sustainable.

Hundert addressed the actual making of an ethical decision. He pointed out the difficulty of articulating the process by which the worth of one value is balanced against another. (Hundert,

1989) He offered two methods for recognising the best ethical choice. The first is an intuitive, affective guide: presumably balance a host of incommensurable values according to the scale of conscience. Second, using a "reflective equilibrium" or decisional balance approach allowing one to explore choices in an ethical dilemma.

In general, corporate public relations practitioners must make decisions among profit interest and ethical demanding; internal stakeholders and external stakeholders; regional law and public ethic stands; personal interests and organisation interests, professional code of conduct and different ethical models, et cetera.

The fact that little empirical research has been published on the topic of ethical decision making implies that the study of decision-making models is immature. Even there are a number of practice-based models developed; they are apparently without attention to underlying philosophical or theoretical tenets. Although there are common elements (steps or stages) in these models, it is difficult to justify their use without questioning the coherence or utility of the model, especially in the absence of dear empirical support for such models.

2.4 The demanding of corporation's public relations decision making

Ethics is becoming an increasingly important component of public relations practitioners. We can think of the public relations ethics as the application of knowledge, understanding and reasoning to questions of right or wrong behaviour in the professional practice of public relations (Parsons, 2008)

According to Grunig and Hunt, public relations is about 'the management of communication between an organisation and its publics'. (Grunig & Hunt, 1984) Similarly, Harlow describes the profession as the 'management function' that maintains 'mutual lines of communication' between an organisation and its publics, and which uses 'research and ethical communication as its principal tools'. (Harlow, 1976) Chase explained, "There can be today only one management with one objective: survival and return on capital sufficient to maintain productivity whatever may be the economic and political climate. A famous economist Milton Friedman believes that socially responsible action such as this only makes sense if they actually benefit the investors. The famous argue he has made is: "The social responsibility of business is to increase its profits" (Friedman, 1970)

Mill writes in his book <Utilitarianism>, makes it clear that Utilitarian is the only standard of morality. John Stuart Mill framed Bentham's theory, he said: The sole evidence it is possible to produce that anything is desirable is that people actually do desire it.

Therefore, based on these knowledges and also within a utilitarian framework, profit maximisation is legitimate and ethical to the extent that it is consistent with the fundamental normative precepts for action.

Moreover, as a PR practitioner, I believe that the utility of corporations should maximise not only the profit but also their reputation and these two aspects should have the same weight in any corporation's activities. How to deliver an effective and balanced PR practice for PR management in business orientation is one of the biggest issues that PR practitioners are facing.

Considering the demanding nature of corporations' public relations decision making which we should adopt for the measurement and evaluation of PR ethics decision making, it should have the following characteristics:

- Concern interests of internal stakeholders and external stakeholders
- Improve PR management: communicate to nip the crisis in the bud
- Evaluation: we should scrutinise each PR decision carefully and to prevent any crisis continued deterioration.
- Provide ethical communication: business should adopt more ethical two-way symmetric communication to communicate with stakeholders.
- Focus on both ethical and profit, place ethical in a position that is equivalent to the profit
- Have a long-term vision while considering short-term interests
- Comparability, give a look at the difference of similarities
- A precise specified agreed, could widely adopted by corporations

To sum up, the relativistic models and absolutist models and even utilitarianism model cannot get a less contradictory report to help PR practitioners make decisions. Neither the professional ethics code nor the laws can provide a universal guideline for ethical PR decision making.

There is a large demand for integrating our existing knowledge to develop a tool that is more suitable for corporate PR practitioners to measure ethics and make ethical decisions.

Therefore, we need a new tool which can help us better define PR decision in ethical discourse. This tool should have a clear and effective way to judge ethics problem, meanwhile, take into account historical development and cultural difference, reflect ethical two-way symmetric communication and with a long-term vision evaluate function.

2.5 Communication in public relations decision-making

Cooley argued that an understanding of humans required knowledge of both a stream and a path running parallel to the stream along its banks. The stream in this analogy was heredity; the path was communication. (Glasser, 1995)

As we all know that communication plays an essential role in effective public relations. However, why PR decision-making need communication in the very beginning?

In the Game theory, it has been proved that from the beginning, communication is very important.

For example, coordination games are a class of games with multiple pure strategy Nash equilibria in which players choose the same or corresponding strategies. In the crisis PR, there is a coordination game as below:

Crisis Communication

| | Trust | Not Trust |
|----------|-------|-----------|
| Tell | -1,1 | -2,1 |
| Not Tell | 0,0 | -2,0 |

Figure 1 PR Crisis in Game Theory

For the publics, they can choose Trust or not Trust, for the business organisation (company) can choose to Tell (ethical communication) or not Tell.

From the beginning, 0,0 should be the best strategy that company should choose, but there is no way for hiding the truth forever. Therefore, this strategy cannot be used.

The strategy (-1,1) is the only strategy that company should choose.

For the publics, because there are no different payoffs in between (there is no player has a strict incentive to deviate).

We can clearly see that there are two Nash Equilibrium in this game. One is 100% trust; another is no one trust. Clearly "all trust" Nash Equilibrium is the better one. But not trust is not a strictly dominated strategy and we cannot delete it and it is the bad Nash Equilibrium. So, there is a chance that the players (publics) converged fairly slowly to the bad Nash Equilibrium.

In other words, when there is no better communication, people played the best response is to choose 'not to trust', and this will influence other people as well.

For defending everyone converging to bad Nash Equilibrium, there is a scope for public opinion to justify communication.

Professor Ben Polak points out that:

“Communication can help. In particular, can persuade each other to play the other Nash Equilibrium(Good). Communication can make a difference. People are trying to coordinate onto a Nash Equilibrium. One way we can understand Nash Equilibrium is that they are self-enforcing agreements that everyone is going to go along with this agreement, then everyone in fact will. In this game, communication can get people to coordinate on a particular equilibrium(Trust) rather than bad equilibrium (not trust). It can help tremendously.”

(Polak, 2007)

Borrowing from psychologists, which also support that beginning of communication is quite important because "the fact that recently and frequently activated ideas come to mind more easily than ideas that have not been activated" (Susan & Taylor, 1984)

Meanwhile, public relations theorist Dr Larissa.Grunig, Elizabeth Toth, and Linda Hon developed the argument that, normatively, public relations is about understanding and valuing the perceptions of publics inside and outside the organisation. (Gruning, et al., 2000)

Thus, either for the purpose of seizing the opportunity or for understanding the needs of the publics, we need effective communication to make PR professionals could develop and improve ties with these vital publics. The two-way symmetrical communication

In the Grunig's Excellence Theory, "The two-way symmetrical" communication is focused primarily in mutually beneficial between organisation and audiences in the process of decision making. Because the information must flow in its desired form between the organisation and

publics, both could use communication to adjust their ideas and behaviour to those of others rather than try to control how others think and behave.” (Grunig, “Furnishing the Edifice,” 156) (Grunig, 2000) Therefore, the two-way symmetrical model for communication maintains best interests of both the organisation’s and its publics’ in the fairest and balanced way possible at the forefront. Both the organisation and its publics can collaborate and grow and strengthen in this more ethical communication.

According to Grunig, “the two-way symmetrical model avoids the problem of ethical relativism because it defines ethics as a process of public relations rather than an outcome. Symmetrical public relations provide a forum for dialogue, discussion and discourse on issues for which people with different values generally come to different conclusions” (Grunig, 1992)

There is no doubt that" the two-way symmetrical model "communication in Excellence Theory being an enduring theory always helps in delivering an effective communication.

The two-way symmetrical model requires the use of social science research methods to achieve mutual understanding and hence, this is providing intellectual support to the standpoint that public relations started, developed and bloomed from the awareness of the supremacy of public opinion. Modern public relations are founded on a fresh realisation of the supremacy of public opinion. (Ohiagu, 2009)

Evidence also proved that in order to influence public opinion, the amount spent on communicating continuously increased. (Bennett and Iyengar 2008)

In summary, public relations is not only manage the flow of information between the organisation but also it is a communication discipline that helps to engage and informs key audiences then establish important relationships, and through research to bring back important information to organisation for analysis and action. It has a real, measurable impact on achieving strategic organisational goals.

2.6 An Ethical compass

The two-way symmetrical model emphasises communication exchange, reciprocity, and mutual understanding, therefore, before the PR practitioners are going to make a decision, they need to have the best knowledge of understanding the stakeholder who might be involved their decision.

According to “experimental method”, Jeremy Bentham insisted that in principle all matter is

quantifiable in mathematical terms, and this extends to the pains and pleasures that we experience—the ultimate phenomena to all human activity.

As an ethics model, "utilitarianism" has an indisputable universal validity: "profit seems to be bound to increase the stakeholder in any business. Therefore, the profit growth of enterprises in line with utilitarianism on the definition of happiness. (Crimmins, 1968)

Furthermore, not only relativism but also utilitarianism, both fundamental morals are based on a majority action. If we can measure the majority's ethics opinion, we can measure the public relations ethical decision making.

Combined with above, I think we can use the mathematical coordinate system to represent a new way to help measure ethical public relations decision making.

First of all, we can image that ethical judgment as a straight line that represents the weight of ethical.

At the end of the left side which means Kant's absolute wrong, that also equals to the negative public opinion poll and the line at the right side which equals to positive public opinion poll and towards the end is Kant's absolute right. In another word, it likes a ruler which marked at regular intervals to measure the percentage of public opinions. For a company, public opinion information gathering designed to provide a comprehensive picture of all aspects of an organisation's internal and external communications and relationships including the perceptions held of it by all relevant audiences.

Secondly, we can see the company's profit as longitudinal (profit axis) and then cross with the ethics axis.

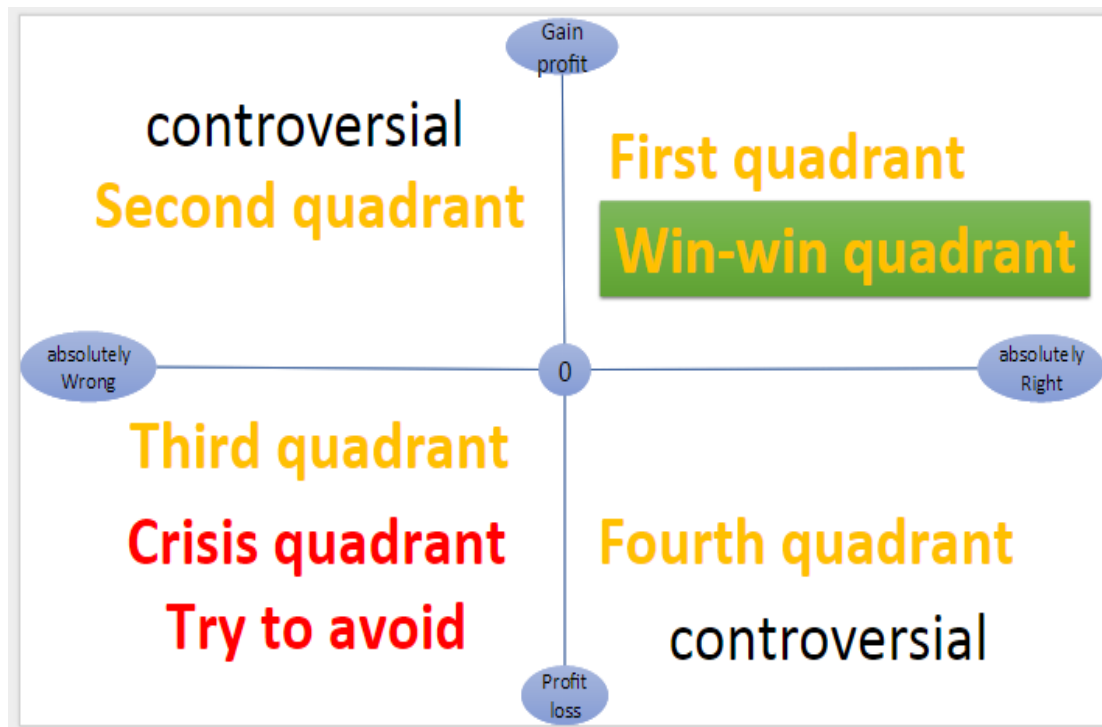


Figure 2 Four Quadrants

In the First quadrant, because the PR activities are more ethical and gain profit, therefore, the PR relative decision making should support activities or learn positive experience from the case in this quadrant.

In the third quadrant which is a crisis quadrant, we should avoid any PR activity or decision in this quadrant. We should prevent such a crisis from happening again or decrease reputation damages and minimum financial losses after the crisis if it happens.

The second and fourth quadrant, both are controversial quadrant and that means the activities or decisions need more assessments and analysis to support decisions or evaluations.

Chapter 3 Literature Review

3.1 Public Relations Ethics

The ethics in public relations is “the application of knowledge, understanding, and reasoning, to questions of right or wrong behaviour in the professional practice of public relations” (Parsons, 2008).

Excellence in Public Relations and Communication Management (J. E. Grunig, 1992b) assumed an ethical approach but omitted ethics as one of the generic principles of excellence

in the public relations function. In 1996, the researchers added ethics as the 10th generic principle of excellence. (Bowen, 2004)

Public relations scholars have conducted press agency; public information; two-way asymmetrical and two-way symmetrical as four typical models of conceptualising and conducting the communication function. They identified two-way symmetrical model provides a normative framework for effective and ethical public relations. The symmetrical model is supposed more ethical than the other models. (James & David, 2002)

Symmetrical public relations (J. E. Grunig & Hunt, 1984) incorporate the desires of publics for more fair and balanced decision making meanwhile, it produces better long-term relationships with publics.

Other scholars also place emphasis on the value of two-way symmetrical communication as a way to build a healthy public dialogue and democratic community (Wilkins & Christians, 2001). Grunig proposed that the symmetrical model of PR was both most efficacious and ethical, encouraging organisations and their publics to fully understand each other's concerns and mutually adapt to accommodate some of the other's needs. It is useful as the two-way symmetrical model of communication allows for "compromise" between stakeholders (Balsler and McClusky, 2005)

The two-way symmetrical model presents a negotiating area for donor relations to develop in a mutually beneficial way, offering the potential of a win-win scenario in the process (Dozier et al.1995)

However, we can still say that the model is not useful because it presents a static version of a single relationship if organisation deal with multiple stakeholders at any given time. (villanger, 2004) Especially each group of stakeholders retains a strong sense of its self-interests. Each is motivated to cooperate to attain at least some resolution of the conflict. They may be on opposite sides of an issue, but it is in their best interests to cooperate with each other (Plowman 2007)

Some scholars view the symmetrical communication approach as unattainable and believe that it does not account for power imbalances (e.g., Coombs, 1993; Dozier & Lauzen, 2000; Holtzhausen & Voto, 2002; Leitch & Neilson, 2001). For instance, the question of unequal power between corporations and publics has been debated by Leitch and Neilson (2001) repeatedly in recent years, in the public relations scholarly literature-especially in relationship

to the feasibility of the symmetrical model, when publics are relatively powerless. However, these critical scholars ignore the countervailing power that publics have when they organise into activist groups-or an activist group organises them or works on their behalf(Anderson,1992). For instance, the public can use such tactics as media advocacy, litigation, legislation and regulation to accomplish their goals.

Holtzhausen argued that the two-way symmetrical model is too narrowly defined as an organisational meta-narrative and does no greater good: Social Movement Advocacy Ethics. In support of communication, the two-way symmetrical model does seem ideal, as both the organisation and its affected publics have their interests met, in theory.

One of the reasons the symmetrical model is proposed as ethically ideal is that it seeks to promote justice by redressing power imbalances and giving voice to more parties in the organisation's decision-making process.

Presumably, this is most necessary when the organisation is more powerful than the other parties. Therefore, Freeman proposes that symmetry exists on a continuum where the more authority and power an organisation possesses, the more obligated it is to promote a fair exchange with affected parties and be willing to adapt. (Freeman, 2009)

3.2 Marketplace theory and Public opinion

The Authoritarian theory come from the late Renaissance, it made people believe that truth is the product of elites, only these wise men can master the truth. However,

in the Libertarian theory, which arose from the works of men like Milton, Locke, Mill, and Jefferson avowed that the search for truth is one of the man's natural rights. John Milton, in the <Areopagitica>, published in 1644, basic to his argument was the assumptions that men by exercising reason can distinguish between right and wrong, good and bad, and that to exercise this talent man should have unlimited access to the ideas and thoughts of other men. Milton was confident that truth was definite and demonstrable and that it had unique powers of survival when permitted to assert itself in a "free and open encounter." (Milton, 1644)

Out of Millton have developed the contemporary concepts of "the open marketplace of ideas" and the "self-righting process". It is worth to mention that,

Habermas' reflections on the bourgeois public sphere, different people through talking in the public sphere can form public opinion and then contributed to form a public action. The theories

of the public sphere assume rational debate and rational actions.

Following by marketplace theory, it rests on the premise that "truth" will emerge from a robust public debate and be determined by the people who evaluate competing ideas and messages.

The "marketplace of ideas" is a rationale for freedom of expression based on an analogy to the economic concept of a free market. The "marketplace of ideas" holds that the truth will emerge from the competition of ideas in free, transparent public discourse. The "marketplace of ideas" concludes that ideas and ideologies will be culled according to their superiority or inferiority and widespread acceptance among the population.

U.S. President Thomas Jefferson argued that it is safe to tolerate "error of opinion ... where reason is left free to combat it". (Jefferson, 1801) Fredrick Siebert echoed the idea that free expression is self-correcting in *Four Theories of the Press*: "Let all with something to say be free to express themselves. The true and sound will survive. The false and unsound will be vanquished. And even though the false may gain a temporary victory, that which is true, by drawing to its defence additional forces, will through the self-righting process ultimately survive. (Fredrick S. Siebert, 1963)

Before the "marketplace of ideas", public opinion always being one of a fundamental unit of measurement of public relations.

"Public opinion" is a collective and aggregate view, emerging through the rational discussion of issues in the population and sum up individual opinions of the population governed by the democratic state. The term "public opinion", first found in the seventeenth century by Rousseau, the French philosopher, contains an early consideration of the importance of public opinion in the ordering of politics. (Donsbach, 2008)

Public opinion has its ancient roots in the political category. In ancient Greece, Aristotle believed that 'opinion' is the idea of knowing that rests on judgement and informed guesswork rather than unfailing principles and that is uniquely suited to political deliberation and decision-making. (Durham, 1995)

Meanwhile, public opinion as a significant force in the political realm can be dated to the ancient China as well, in the BC 841-year one of politician Shao Gong once said, "Where there is an injustice, there you will find people voicing their opinions and it will cause more harm to stop people speak out their opinions than to stop rivers. Public opinion had been regarded as a

powerful influence to the ruler. In late 17th century, William Temple elaborated the importance of public opinion. He believed that government was merely allowed to exist due to the favour of public opinion. (Speier, 1950)

Walter Lippmann and theorist John Dewey both have a different view about the public opinion in the early 1900s. Lippmann, in his oft-cited books *Public Opinion* (1922) and *The Phantom Public* (1925), points out that public was unable to process information deeply or to behave rationally. However, John Dewey expressed considerable optimism regarding the populace. Like Lippmann, he recognised that citizens were imperfect, but his Aristotelian perspective emphasised the supremacy of public opinion as the best safeguard of democracy (Bullert 1983).

As Sproule noted, " Lippmann and Dewey's ideas fed a view that the weak-minded and dangerously neurotic public could not be trusted to take intelligent political action without formal training, supported by quantitative assessment, in how to think." (Moy, 2013)

It was the emergence of the concept of public opinion that eventually formed the scientific justification for using PR and communications techniques. (Grunig and Hunt 1984) (Cutlip et al. 2006), (Moloney 2006) Increased information and resources have been accompanied by an increase in citizens' education. People have higher cognitive competence, such as increasing the ability to process complex information and greater understanding of their own scope for action. (Dalton, 1988)

Susan Herbst sums up that in the 19th century and the 20th century, the trends of public opinion are through top-down measurement approaches, escalating rationalisation. (Glasser, 1995). Consequently, people increasingly use and extend their action repertoire and engage in collective action to express their opinion.

Public opinion information is being used in planning and implementation of strategic communication. (L.Holzhaecker, 2002) However, (Allport 1937), found the notion of public opinion as an emergent product of discussion difficult to grasp empirically and problematic in a number of respects, and hence came to accept mass survey data as the only workable empirical rendering of public opinion. (Price, 2008)

In 1992, Vincent Price also found out that public opinion became an object of sustained social inquiry, rather than political speculation. (Price, 1992) This found Corroborated, by the 1920s and 1930s, public opinion was reconceived as a measurable quantity that could be tapped by survey research.

To sum up, as long as our society tries to maintain an open public sphere, to maintain freedom of speech and freedom of the press, leading to any debate after the public discussion, will form a public opinion even if the public view in the short term may not be incorrect and unethical. However, with more persons to joining a debate, the longer the discussion maintained, the final public opinion can be self-corrected and close to absolutely right ethics.

As the evidence listed above, I can deduce that in a democratic society large scale and time-tested public opinion must be close to Kant's absolute right in that period. The supremacy of public opinion is the best safeguard to corporation's bottom line.

3.3 Reputation management

Rebecca Madeira, vice president of public affairs of Pepsi Cola Company once said: "Your reputation is your trademark; it can be your biggest asset or your biggest liability. "A reputation is a strategic value. (Fombrun, 1996)

Noe argues that reputation is based on the corporations' past behavior, and it represents the stakeholder's assessment of the probability that a firm is of a type: the type that will behave opportunistically in future transactions or not (Barnett & Pollock, 2012) A good corporate reputation is an important shield in times of crisis. A good reputation can be a shield. When a company with a good corporate reputation is confronted by a crisis or serious problem, it gets the benefit of the doubt from its audiences. A poorly regarded company will be assumed to be guilty from the outset. It must struggle to communicate its point of view, and its explanations will lack credibility. It will likely have to pay a higher cost for the bad reputation (Morley, 2002).

Corporate reputation is dynamic. It is not static and it is significantly affected by changes in the external environment. (Morley, 2002) If reputation is a company asset then, any decision, which affects the external perception of the company, must be carefully examined. (Bernstein, 1992)

Corporate social responsibility (CSR) is often associated with reputation management. It can contribute to corporate image and reputation even the financial performance. (Lewis, 2003) (Little, 2000) (Moore, 2003). The ECM survey (Zerfass, et al., 2012) has found that CSR is predicted to gain in importance for communication practitioners in organisations.

While the growing demands for social responsibility apply to all industries, by today's

standards, having a detailed corporate social responsibility (CSR) plan is an essential strategy for building customer loyalty.

It is worth mentioning that, Carroll makes the clear distinction that CSR does not begin with good intentions but with stakeholders' actions. (Carroll, 1991) A research conducted with consumers in 41 countries showed that there are 55 percent customers concerned whether companies behave responsibly. (Solomon & Rabolt, 2009) Now more than ever consumers are invested in brands that align with their values, especially millennial consumers. Under the message of values and social responsibility, brands have made marketing campaigns that go beyond their commercial territory and into the field of social, cultural and even political debate in their race for personal relationships with consumers. Could brands be shifting themselves into standards they can't live up to? In practice, CSR is mostly about reporting a socially responsible image than it is actually making a difference.

However, a research question stems from the work of critics who hold that globalisation and CSR are fundamentally mutually exclusive notions that neoliberal economics produces increasing disparity between developed and developing nations rather than contributing to social justice through a greater equity in resource distribution. (Coombs & Holladay, 2012)

There is no study about multinational corporate promoting regional democracy, but progressive values and social responsibility have been regarded as an effective brand differentiation tool, which gave much praise and attention to Brand.

In a review conducted by Griffin and Mahon (1997), 51 studies were identified which have found that corporate social performance influences financial performance positively. (Kolstad, 2006)

3.4 Understand Stakeholders

Edward Freeman identifies and models the groups which are stakeholders of a corporation; he attempts to address the "principle of who or what really counts. Stakeholder theory argues that there are not only shareholders of the company are important, but also their employees, customers, suppliers, governmental bodies and so on, they all can affect or be affected by the actions of business as a whole.(Freeman, 2013)

The Hierarchy of Effects Model was created in 1961 by Robert J Lavidge and Gary A Steiner, which is known as the domino model. It is a marketing communication model. According to

domino model, one of the facts is the opportunity of symmetry in planning, implementing and evaluating public relations programmes, which points to the need to understand the public's and to be open to their feedback and the needs expressed within it.

Some scholars argue that public relations professionals have an obligation to carry out that responsibility by recognising in their practices that the most important “corporate” stakeholder is society itself. (Starck & Kruckeberg, 2004)

Broom & Dozier suggested a co-orientation model suggest that symmetrical goals and objectives can be set for communications programmes. The co-orientation model directs communication managers to examine perceptions that dominant coalitions and publics hold about issues and about each other.

The extent to which communicator accurately estimate another's views determines the appropriateness of his actions. Each of us recalls instances in which we misjudged another person's position on some issue of mutual interest, and responded to them inappropriately until we learned what the person really thought about the issue. Accuracy, then, represents the extent to which your estimate matches the other person's actual views. (Jack & Steven, 1973)

Through the practice of symmetrical communication, problems that arise from false states of co-orientation can be corrected and true agreement achieved. Therefore, the most important thing is to understand your communication object.

Heath and Richard Nelson (1986), for instance, just like Leeper (1996), or Meisenbach (2006), build on the argument, i.e. to guarantee the ethical decision-making of an organisation, public relations departments need to facilitate dialogue with according stakeholders. In practice, especially in public affairs and crisis management, PR practitioners prefer to use consensus-oriented public relations (COPR) model in situations that with a high chance of conflict to make the public understand their actions. By the needs of regular communicative action with discourse building for avoiding disturbances. (Davis, 2002)

3.5 PR Measurement

A review of academic and industry studies worldwide shows growing recognition of the need for research and evaluation, but slow uptake by PR practitioners. In 1983, Jim Grunig concluded: “Although considerable lip service is paid to the importance of program evaluation in public relations, the rhetorical line is much more enthusiastic than actual utilisation. PR

people continue not to do evaluation research. (Grunig, 1983)

A landmark 1988 study developed by Walter Lindenmann (Ketchum Nationwide Survey on Public Relations Research, Measurement and Evaluation) surveyed 945 practitioners in the US and concluded that “most public relations research was casual and informal, rather than scientific and precise” and that “most public relations research today is done by individuals trained in public relations rather than by individuals trained as researchers”.

However, the Ketchum study also found that 54 per cent of 253 respondents strongly agreed that PR research for evaluation and measurement would grow during the 1990s, and nine out of 10 practitioners surveyed felt that PR research needed to become more sophisticated (Lindenmann, 1990)

A 2011 marketing measurement survey conducted by Iyphone showed that up to 82% of marketers report they have no way to evaluate the return they receive from PR.

Practitioners grant that surveys are only one way to learn about public opinion and the survey business have grown rapidly since 1970’s in U.S.A. (Miller, 1995)

There is an increasing realisation that evaluation is a research-based activity. The PR practitioners need to know the data they generate and be able to analyse them. For example, In Barcelona Principles 2.0 (PRSA, 2015) Principle 1 points out that measurement is fundamental to communication and Public Relations. In principle 2, measuring communication outcomes is recommended versus only measuring outputs. The research would tailor practices for measuring the effect on outcomes to the objectives of the PR decision. Principle 3 points out the effect on organisational performance can and should be measured where possible. These three principles guide us to create a model or tool that can provide a reliable measurement for organisational PR performance and communication outcomes.

Craig Aronoff and Otis Baskin (1983) state explicitly that:

“Evaluation is not the final stage of the public relations process. In actual practice, evaluation is frequently the beginning of a new effort. The research function overlaps the planning, action and evaluation functions. It is an interdependent process that, once set in motion, has no beginning or end.”

(Aronoff & Baskin, 1983)

Paul Noble argued in 1995 that evaluation should be a proactive, forward-looking activity. He

says: “Naturally the collection of historical data is an essential prerequisite, but evaluation is not restricted to making conclusions on past activity. The emphasis on improving programme effectiveness strongly indicates that the information collected on previous activity is used as feedback to adapt the nature of future activities” (Noble, 1995).

Watson and Noble (2007) stress the intimacy of research and evaluation: “evaluation is a research based discipline. All PR practitioners need to have some understanding of research methods.”

PR Evaluative research was originally thought to be conducted after a communication campaign or activity. However, Jim Macnamara outlined that measurement and evaluation should begin early and occur throughout communication projects and programs as a continuous process. (Macnamara, 2005)

In 2002, the International Public Relations Association World Congress held in Cairo agreed that measurement of PR and corporate communication was the ‘hottest’ and most pressing issue for the practice worldwide. (Macnamara, 2005)

The corporations are often under the worldwide media spotlight for their public relation decision making or public relation relative activities. The Corporations often have had a major impact on the social and physical environments in which they operate. Irrespective of their profit or not-for-profit imperatives, publics are taking a critical view of them.

During the past few years, a number of academicians have been seeking ways of determining the value of PR more effectively, not only to organisations in particular but also to society in general. Two academicians Dr Linda Childers Hon o and Dr James E.Grunig have found through their research that the outcomes of an organisation’s longer-term relationships with key constituencies can best be measured by focusing on six very precise elements or components of the relationships that exist. They are good measures of perceptions of relationships. (Hon & Grunig, 1999)

Although they are strong enough to be used in evaluating the relationship, there is still lack of a way to measure PR ethics decisions. Several scholars provide useful guidelines for evaluating the ethics of persuasive communication.

Baker and Martinson (2001) designed their TARES test as a way to encapsulate the most common ethical principles of persuasive communications into one model. The five principles

represented in the TARES acronym are: Truthfulness of the message, Authenticity of the persuader, Respect for the audience, Equity/fairness of the appeal to the audience, and Social; responsibility for the common good. Gauthier points out that, it is important to recognize that these are prima facie, and not absolute, principles. They are principles that hold generally unless they conflict with one another. However, moral dilemmas often involve conflicts between the principles. In these cases, the decision maker must employ his or her own values, moral intuition, and character to determine which principle is most important and most controlling in the particular context (Barney, 2003)

The obsession with outputs and lack of recognition of the need to achieve outcomes is a major barrier to PR and corporate communication implementing effective measurement and a major barrier to entering the boardroom or strategic management teams. (Macnamara, 2005)

As in the literature review described above, the PR evaluation is a research-based activity. The PR Measurement is fundamental to communication and Public Relations. The PR Measurement should help set measurable objectives and the research should also measure the effect on outcomes to the objectives of the PR decision. Measurement and evaluation should begin early and occur throughout communication projects and programs as a continuous process.

3.6 Game theory

The modern game theory was founded by the Hungarian mathematician John von Neumann in the 1920s. In 1944, he published the masterpiece "Game Theory and Economic Behaviour" with the economist Oscar Morgenstern. This book is the initial formation of Game Theory.

Any social science as long as more than two groups of people (organisations or countries) of interactive relationship, can be used to be analysed by the game theory, so public relations practitioners and the publics also can be applied to in the category of game theory. (Murphy, 1989)

Theorists define broad categories of games across a spectrum from pure competition to pure cooperation.

In more complex real-life interactions, the zero-sum approach is generally tempered with elements of strategic cooperation. This conflictual approach parallels the asymmetric model of communication identified by Grunig and Hunt (1984), in which an organisation views its public

relations efforts as a persuasion-based function designed to get the public to accept its own views.

In contrast, a non-zero-sum approach is based on the premise that each side may benefit more by negotiating an equitable resolution that both can accept--by strategic cooperation rather than competition. This non-zero-sum approach parallels the Grunig and Hunt model of two-way symmetrical behaviour, which seeks to coordinate the needs of both the organisation and its publics, and which is based on mutual understanding rather than persuasion.

A non-cooperative game is a game type in which a participant cannot reach a binding agreement (close to zero-sum game) . Both are incompatible; each player is independent. In general, each player's decision will affect others; it is studying how people choose the decision-making in the situation of interests would mutual influence each other then to gain maximise profit by using a different strategy. (Murphy, 1987) For non-cooperative, pure competition game, Neumann solved only two zero-sum games, for instance, one person to win another person will lose, the net profit is zero.

In 1950, John Forbes Nash Jr. (1928-2015) discovered an important breakthrough in game theory - "Nash equilibrium". Nash equilibrium has become a basic concept in non - cooperative game theory. (Nash, 1950)

While the Nash equilibrium indicates a particular state that may emerge during the non-cooperative game. In this situation, each player has no motivation to change their current strategy. This time all the players are to enter a balanced state, known as the Nash equilibrium. In other words, in the Nash equilibrium, everyone is satisfied with their current strategy and all players have accepted their situation in the game. (Nash, 1950)

Coordination game is one of the Non-zero-sum game and it is the class of games with multiple pure strategies Nash equilibria in which players choose the same or corresponding strategies and the game usually have more than two players. (Russell, 1998)

3.7 In summary

First, the agent theory leads to subjective uncertainty in decision making,

Second, the Game theory and other scholars have confirmed in the process of decision-making, the sooner communicate with audiences the more benefit the public relations practitioners can get.

Third, ethics as the generic principle of excellence. The symmetrical model generally is conducted more ethical than the other communication models; it is offering the potential of a win-win scenario in the decision-making process. To practise this model, we need to understand the public's and to be open to their feedback and the needs expressed within it. And in the co-orientation model, it also be proved that the most important thing is to understand your communication object.

Last, the most important stakeholder of the corporations are the publics, and the "marketplace of ideas" supports that, as long as our all in a democratic society, the public opinion can be self-corrected and close to absolutely right ethics. The supremacy of public opinion is the best safeguard to corporation's bottom line.

Therefore, the public opinion is an excellent measurement of the ethics parameters of public relations, I believe that public opinion and corporation's profit both can be a measure of corporate ethics and their weight should be equal.

Chapter 4 Research Methodology

There's a lot going on in the world of research and in the world of PR. And the two come together in many ways – one being analysis tools. In another word, Public Relations metrics. Except that not all PR tools are Public Relations metrics. What's the difference between a PR tool and a PR metric? Pretty much anyone can say that they have developed a tool that can provide help in decision making and improve corporation's' performance, without proper testing or achieving any particular standards.

For a tool to be termed effective tool, it needs to have been developed in a way that makes sure it is fit for purpose. That it is reliable, valid and that it measures that what is supposed to be measured accurately. Therefore, we can trust the results we get from it.

It's one that produces the same or similar results over time and in different testing situations. To be sure we have a good test, it shouldn't produce hugely varied results over time, or in different testing situations. In other words, it should work on the test of real cases.

4.1 Research Design

"Does this tool really work?" Before putting it in practice, it is an abstraction; I want to use it in the real cases and see what's missing and enrich this tool. To narrow down and refine this

problem, I will start with qualitative research first. I use a one on one, face to face, semi-structured interview to explore what is the most interesting public relations case for them. I interviewed 15 public relations master's level students in DIT then made a comprehensive analysis based on this qualitative research, found out ten iconic real cases could be used for examining my tool.

On the second stage, I conducted the qualitative segments of my study and found out how is the public opinion for these ten cases. Surveys measure the attitudes of a population of interest and it is a technique that is well designed for assessing the prevalence and distribution of attitudes, as well as demographic information about respondents. It used to assess the prevalence of attitudes, beliefs, and behaviours and it is also often used to look for changes over time in the rates of occurrence of those attitudes, beliefs, and behaviours. Furthermore, it can examine differences between groups, so that attitudes of different types of respondents can be compared.

In general, scientific sample surveys would be my best research method and knowledge choice to find out the public opinion for that 10 cases. One of the primary goals of this research is to determine the public opinions about the ten selected corporate PR cases. To collect an accurate public opinion data, I designed a questionnaire which can reflect public opinion on the PR cases. (Appendix II - Research Data)

As this survey can reflect the actual population, a representative of statistical value, I tried to set maximum variation sampling which can provide the understanding of the public opinion. I believe that if I deliberately try to survey a very different selection of people, their aggregate answers can be close to the whole populations.

As we all know that, lengthy questionnaires will lead to a low response. For the questions that could be easily understood by the respondents, I designed each question in a short and neutral description. The multilingual questionnaires (English and Chinese) also allow American, Irish and Chinese respondents able to understand each question easily.

The last stage would be for examining my tool after I got my public opinions about 10 cases. I need both sales figures and public opinion research figures to rest my PR Ethical Compass. For sales figures, I started with content analysis such as reviewing available literature and second resources such as press data and annual reports. Emphasis will be placed on looking for and deduced sales data.

4.2 The Sample size

The 10 cases represented ten big corporates in this world. The population size that I am taking should reflect a random sample of people across China, America and Ireland and hence my population size would be about 1500 million.

According to Bartlett 2001, if I set margin of error as 5%, this small number can help me to close the exact answer at a given confidence level. Meanwhile set confidence Level as 90%.

$$\text{Sample Size} = \frac{\frac{z^2 \times p(1-p)}{e^2}}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N}\right)}$$

Figure 3 Sample Size

N is Population Size

e is the margin of error; it should put into decimal form (for example, 5% = 0.05).

p is percentage picking a choice, expressed as a decimal. Used use 0.5(50%) for sample size needed.

The z-score is the number of standard deviations a given proportion is away from the mean. To find the right z-score to use, refer to the table below:

| Desired Confidence Level | z-score |
|--------------------------|---------|
| 80% | 1.28 |
| 85% | 1.44 |
| 90% | 1.65 |
| 95% | 1.96 |
| 99% | 2.58 |

Figure 4 Desired Confidence Level

Therefore, after calculating from the formula above we can get my sample size should be 272.

4.3 Questionnaire Design

First, a questionnaire instrument was used which presented brief description on the ten corporations PR ethical cases that have been made interesting by the PR students. The subjects were then asked to express their opinions.

This questionnaire is less dependent on subjectivity by asking only those questions that respondents may know the answer to or issues that they are interested about, by avoiding ambiguous items in my measures (e.g., by clearly stating each question), and by simplifying the wording in my indicators so that they not misinterpreted by some respondents (e.g., by avoiding difficult words whose meanings they may not know).

Second, according to the situational theory (Grunig & Hunt, 1984). (J. E. Grunig, 1968), the publics can be divided into four categories based on how they recognise and involve about an organisation or issue. In this theory, there are two dependent variables. These variables are active and passive in communication behaviour. The two are also more commonly called information seeking and information processing (Grunig, 1989).

Information seeking is how people gather information about a topic. If they go out of their way to find stories and information about a topic, they are more likely to be a part of an “aware” or “active” public. Information processing describes how people deal with information that is put in front of them. Someone that is a part of an aware or active public will try to understand information to the best of their ability. On the other hand, people who are in a “latent” or “non-public” will process the information only if it is put in front of them by chance and will not reflect on the information after they have consumed it (Illia, 2013).

Every person is a part of one of the four publics regarding a situation or topic (Major, 1998). Broom once mentioned in his book: public relations practitioners and researchers use to ignore important dimensions such as Intensity, measures show how strongly people feel about their opinions, whatever the direction.

Not only how people feel about issues, but also how deeply they hold the feelings. For instance, the issue of abortion commonly polarised publics based on the intensity of their beliefs.

However, traditionally, scholars and practitioners of survey research have viewed 'no opinion' responses as a useful devices-a way of preventing non-attitudes from contaminating measures of public opinion. (Converse, 1994)

Therefore, when I design my questionnaire, I try to distinguish these four forms in the answers to make sure my all my responses can have an accurate answer.

Third, according to Paul S. Lieber, the ethical consideration levels differ based on age, education, gender, and political ideology. (Lieber, 2005) Consider China is a One - party authoritarian country and most Chinese lack knowledge of political ideology, I only set age, education, gender in the questions to see if I am able to find out how these elements influence public opinions in the real cases.

4.4 The responses of Research

The aim of this research is ideally to achieve a maximum variation sample. Maximum variation sampling which can provide the understanding of the public opinions of these 10 cases of corporations.

By seeking out persons that represent the greatest differences in customers, therefore, it is essential to ensure the sample questionnaire can cover differing levels of experience, age, nation distribution and so on. Also, cover at different levels of authority and hierarchy.

The questionnaires were distributed to three groups of respondents.

The first group consisted of 165 responses from the USA, and the responses were provided by a paid service -Survey Monkey which is a global online survey service company. The response rate was 100 percent.

Meanwhile, there are 41 surveys from Ireland. I was planning to get the rest responses from DIT, but after I use google form and sent 300 E-mail, only got six responses and one of them is invalid sample because a male student filed all questions in with the same answer. Therefore, I have to delete it. Then I printed survey and use snowball sampling technique recruit's responses from among my acquaintances. Because snowball sampling technique is a nonprobability sampling technique and to make samples can reach maximum variate population, I try to send my questionnaire paper in different places. The three-main place are: student based and high education population-DIT elderly population based-Fairview community diversity of demographic based -ST. James Hospital. Therefore, in total, I got 206

responses from this group.

The second group consisted of 67 surveys from China. I used WeChat- a popular Chinese social networking app to reach Chinese public. With 846 million monthly active users in the third quarter of 2016, WeChat (in Chinese -*Weixin*) is China's most popular social media and chat app. (Federico, 2016) I hired a fashion shop manager in Shanghai (the city of the economic centre in China). She sent 100 surveys through WeChat to her customers that got 67 responses in three days and these responses are unpaid volunteers.

In the 273 responses, 55 % are Female,45% are male.

Age from 18 to 24 is 11%; age from 25 to 34 is 15%; age from 35 to 44 is 21%; age from 45 to 54 is 15%; age from 55 to 64 is 27%; age 65 or order is 12%.

The education level distribution are: 36 % Bachelor degree; 13% vocational college diploma; 3%less than high school; 27% high school diploma; 16% master degree and 5% Ph.D.

My survey responses achieved maximum variation objective, also in a normal rate of confidence level.

The results are reliable and valid, and reliable research produces reliable results and, as a consequence, enhance the value of the findings.

How we deliver an effective and sustainable PR practice? As we all know that, good business performance and behaving with an ethical sense also underpins successful communications.

4.5 Limitations

Limitations of this study included a homogenous sample in terms of race and organisational setting. For example, China's population is significantly higher than the United States and Ireland. But my sample number is not proportional to the population base of each country.

This study is not generalizable to the entire public relations industry. It is limited for profit orientation corporations' public relations to use. However, it maintained a rigorous research design and pragmatic analysis standards.

4.6 Ethical implications of the research

As in the interview and follow-up questionnaire stages, respondents have to answer some sensitive topics, especially those respondents who come from mainland China.

The questions such as the issues related to the Hong Kong is more sensitive in the mainland China. I need to ensure there is no harm to them and must ensure confidentiality. I need to protect the identity of those providing research data and all identifications must remain safe and secure.

Concerned with this research's truth value but, recognising that multiple truths could exist. If one of the truths is against my political stance I should stick to ethical obligations to publish the facts that I will find, cannot try to hide any truth I could find.

Therefore, I will set truth as my goal, being objective, neutral and will dismiss any bias.

Chapter 5 "PR Ethical Compass" Testing and Analysing

After all figures have been collected, I started testing my tool to see what's missing and then try to figure out what it is able to do and then respond appropriately and enrich this tool.

As we can see that the whole coordinate system is like a compass, and it can react to decision a corporation has made and is going to make.

An area consisting of sales data and public opinion data reflects the intuitive ethical judge of each decision in public, after subtracting the area of agreement and disagreement, the quadrant of the decision can be drawn and where is the area located is called "EthCom Rating".

After subtracting the area of each other, we can get the area of the value in the proportion of the total area occupied, this number which so-called "EthCom Bearing".

Case 1 United Airlines

April 2017, according to United Airlines' policy, United Airlines(UAL) select random passengers already on the plane for removal to give the seats to their staff. A man who refused to give up his seat was forcibly dragged from the plane. The video of the incident is very disturbing. It soon became the video seen 'round the world and raised a lot of outrage. The CEO-Oscar Munoz's response to this violent passenger incident was very quick. However, he apologised only for "having to re-accommodate ... customers." which caused a lot more negative reaction and discussion for the brand. UAL lost 5% of its value in two days as its stock plunged. (Petroff, 2017)

According to the BBC News, social media in China, for instance, was filled with angry posts,

one of which, titled "United Airlines forcibly removes a passenger from an aeroplane," was read nearly 100 million times.

According to United Airlines Reports Second-Quarter 2017 Performance, excluding special charges, UAL reported second-quarter net income of \$846 million, compared with second-quarter net income of \$863 million in 2016, it decreased 1.97%. (UAL, 2016)

According to my PR Ethical Compass Research 2017, there are 11.97% of American and Irish agree on UAL, and up to 82.29% people disagree. In China, the research data are:9.38% and 81.25%. Therefore, we can get the Global average number are: 10.67% and 82.77%.

A (10.67,0)

B (-82.77,0)

C (0, -1.97)

D (0,0)

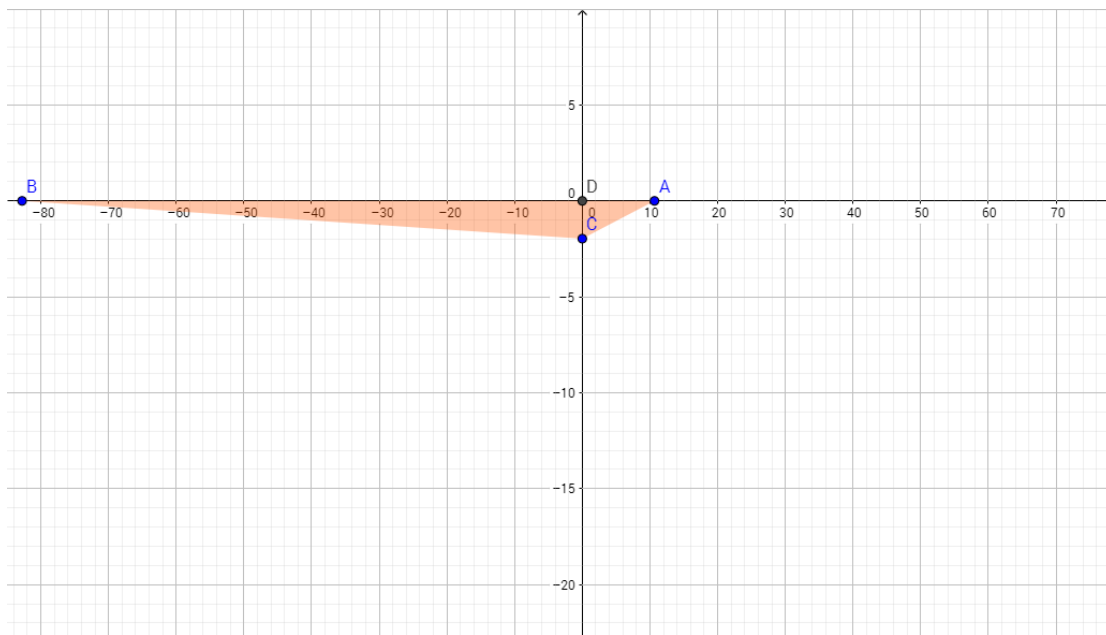


Figure 5 United Airlines

ACD=10.51

BCD=81.53

ACD-BCD=71.02

ACD+BCD=92.04

EthCom Bearing: 77.16

EthCom Rating: Third Quadrant

EthCom Bearing reflect how strong EthCom Rating it was. However, as we can see the incident and boycott, likely it won't greatly affect United's sales (UAL, 2017) because the airline has a monopoly over certain routes, there are not enough choices for consumers which cause its industry is a 'near monopoly'.

In this case, it alerted that public relations managers often vote in policy decisions made by the dominant coalition. They must communicate with both public and senior managers to prevent the likely consequences of corporations' policy decisions that may cause potential PR crisis and make sure it never happens.

I believe that PR practitioners can adopt this tool to review suspected policies for preventing PR crisis.

Case 2 Lotte

In March 2017, South Korean (the Republic of Korea) multinational conglomerate- Lotte decided to donate land to the South Korean army to construct U.S. THAAD anti-missile defence system. This decision soon caused huge crisis both in mainland China and South Korean.

According to (Farfan, 2017), Lotte is the largest corporation of retail business in Asia, and China is Lotte's largest overseas market. It currently has a workforce of about 20,000 people in China. Because of the missile crisis, Lotte has faced undeclared economic sanctions from China which cost Lotte huge loss. In September 2016, China already targeted Lotte for its decision making. (Harris & Clover, 2016) According to Lotte financial statement in 2017, the sales number in 2016 increased 1.36% compared the sales number of 2015 (Lotte Shopping, 2017).

According to my research, there are 44% of American and Irish agree on the decision of Lotte, and only 18% disagree. Therefore, we can get coordinates as follows:

A (44,0)

B (-18,0)

C (0,1.36)

D (0,0)

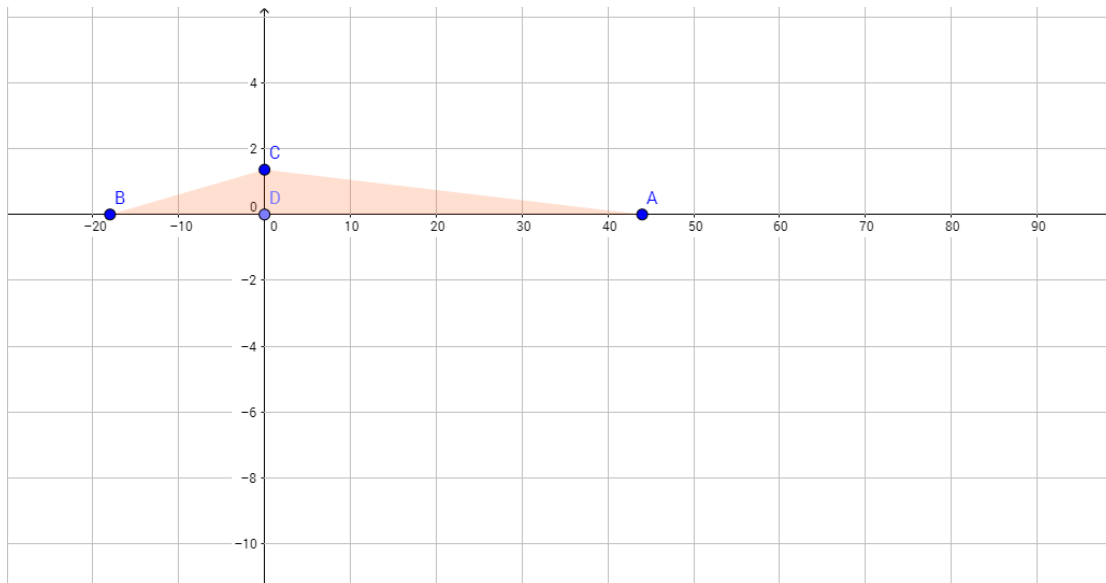


Figure 6 Lotte-American and Irish

ACD=29.92

BCD=12.24

ACD+BCD=42.16

ACD-BCD=17.68

EthCom Bearing: 41.93

EthCom Rating: First Quadrant

As we can see from America and Irish people's point of view, Lotte's decision is very ethical. However, in 2016, Lotte was forced to shut three retail stores and suspend construction on a \$2.6 billion theme park project after facing a series of regulatory probes. In 2017, Lotte has been forced to shut down 55 of its 99 stores in China temporarily. (LINDER, 2017) The closures seriously undermined Lotte's Chinese supermarket business, with sales tumbling 23.7% year-on-year in the first quarter. (JAEWON, 2017)

According to my research, up to 83%, Chinese disagree Lotte's decision, only 8% agree with them.

A (-83,0)

B (8,0)

C (0, -23.7)

D (0,0)

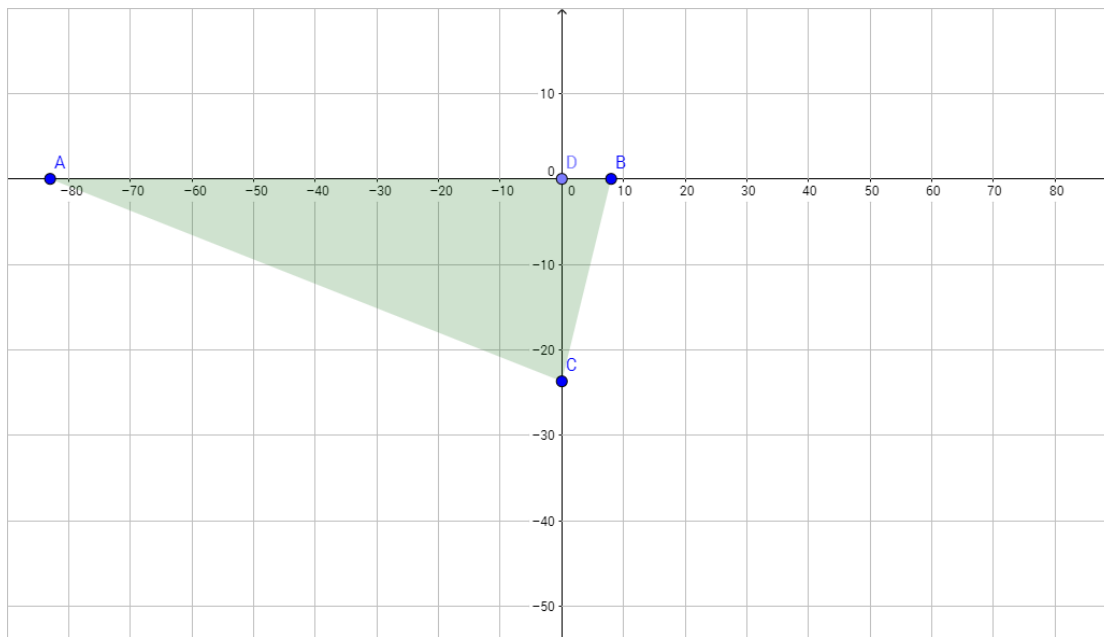


Figure 7 Lotte-Chinese

ACD=983.55

BCD=94.8

ACD+BCD=1078.35

ACD-BCD=888.75

EthCom Bearing: 82.41

EthCom Rating: Third Quadrant

As we can see from the figure, this decision caused a large area to locate in the third quadrant, which means, the Chinese people believe this is an extremely unethical decision.

If we set Americans, Irish, Chinese as a totally public opinion. We can get following Ethical Compass:

A (36,0)

B (-33,0)

C (01.36)

D (0,0)

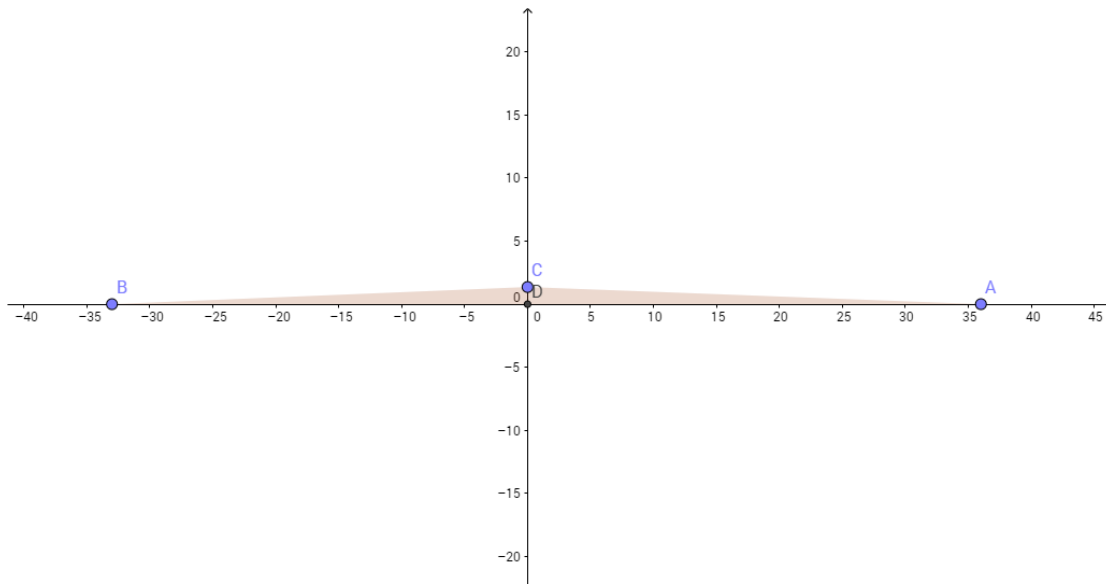


Figure 8 Lotte-Globe

ACD=24.48

BCD=22.44

ACD-BCD=2.04

EthCom Bearing: 4.35

EthCom Rating: First Quadrant

So far, this decision at the global level is slightly closer to ethical.

However, if Lotte's performance continues to decline, the future global profit cannot offset the loss in China. It is foreseeable that this decision will fall into the fourth quadrant, and even the third quadrant.

In fact, South Koreans were still the dominant customer group for the Lotte. However, Lotte was actually owned by investment companies housed in Japan with the family owner's Japanese roots. Furthermore, Lotte recently involved in bribery, embezzlement Scandal, one of core family member was found guilty and sentenced to three years in jail for corruption. Therefore, Lotte's decision was made to recover their public reputation in South Korean. These evidence also showed there are a larger number of South Koreans against this decision. (Chacar, 2017) Therefore, from a long-term point of view, this decision has high risk become an unethical decision in the future.

In this case, we can see Lotte's publics formed two stakeholder groups and against each other. Apparently, contradictions cannot be reconciled. Even Lotte suffered a huge profit loss, Lotte's decision did not get a clear ethical position in the globe Ethical Compass. Meanwhile, they set

themselves in the very unethical position in the Chinese Ethical Compass. Therefore, it is not difficult to summarise that Lotte's decision is unethical to the company and all stakeholders.

Since the Crisis has happened, what Lotte should do? According to my research, in USA and Ireland, there are 26.96% female agree and 17.98% disagree; 72.72% male agree and 5.2% disagree. This opinion in China are 2.63% female agree and 81.58% disagree, 15.39% male agree and 90.63% disagree.

From a global perspective , the average value is 14.8% female agree and 49.78% disagree; 44.06% male agree and 47.92% disagree.

According to 2017 First Quarter Results of Lotte, the sales decreased 4.8%. (Lotte, 2017)

Therefore, we can get coordinate as follows:

A (14.8,0)

B (-49.78,0)

C (0, -4.8)

D (0,0)

E (44.06,0)

F (-47.92,0)

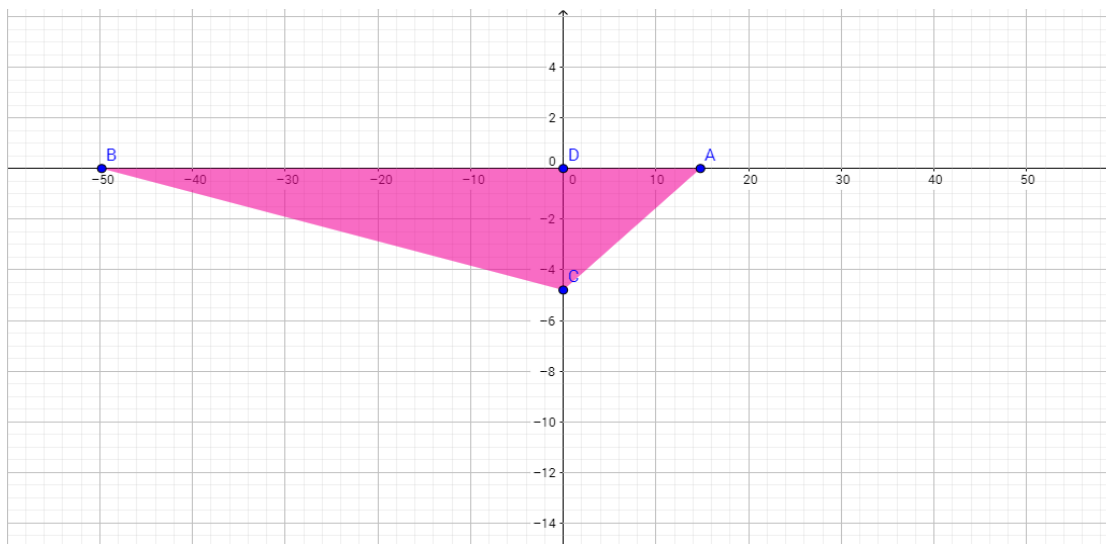


Figure 9 female Lotte-2Q 2017

ACD=35.52

BCD=119.47

BCD-ACD=83.95

$$ACD+BCD=154.99$$

EthCom Bearing: 54.16

EthCom Rating: Third Quadrant

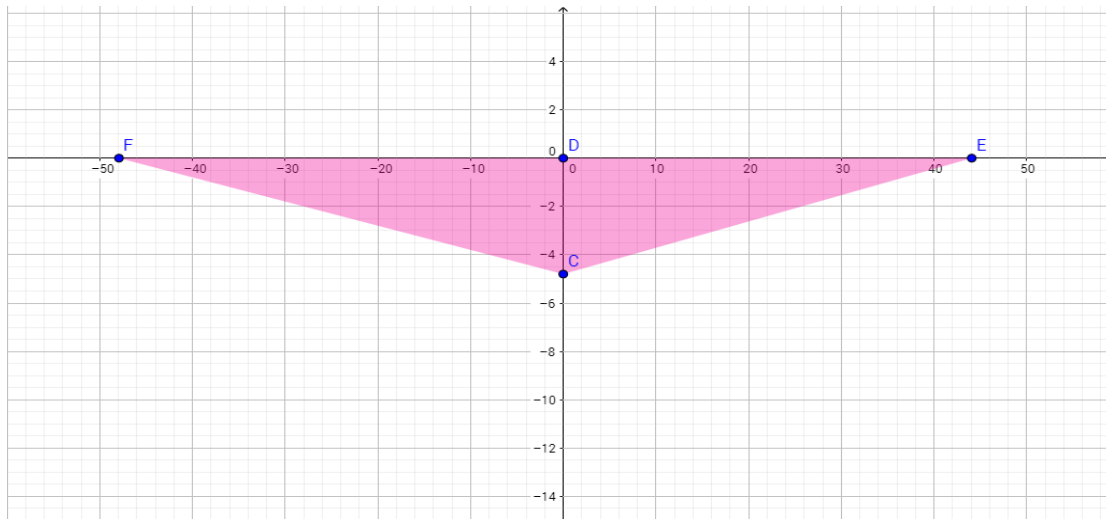


Figure 10 male Lotte-2Q 2017

$$FCD=115.01$$

$$ECD=105.74$$

$$FCD-ECD=9.27$$

$$FCD+ECD=220.75$$

EthCom Bearing: 4.2

EthCom Rating: Third Quadrant

Compare Figure 9 with Figure 10, the female population strongly think it is an unethical decision, the male population appears opinion stalemate of this decision, only holding a weak position in the Third Quadrant.

Therefore, if Lotte tries to target more women to persuade them to support this decision, it could quickly and effectively reverse the situation.

Finally, I have to point out that by Lotte's decision, they neither gain ethical score nor the profit. Meanwhile, Lotte created PR crisis and going to lose their biggest oversea market: China. A good PR manager should respond to minimise conflict effectively between

corporations and their publics, to create a healthy relationship instead of running in the opposite direction to create more contradictions and conflicts.

Case 3-SeaWorld Parks and Entertainment

SeaWorld has 11 theme parks in the United States; it was a huge success. However, on January 19, 2013, SeaWorld faced a crisis with the release of documentary 'Blackfish'. The documentary accused SeaWorld of mistreating captive killer whales and use the whales' performances on their show to make money.

According to the financial stamen of SeaWorld in 2013, 2014 and 2015 (SeaWorld, 2016,2015,2014), total revenues in 2015 was \$ 1371.004 million; in 2014 was \$ 1377.812 million; 2013 was \$ 1460.250 million. In 2014 and 2015 Sea World's total revenues decreased 5.64% and 6.11% respect compared to last year.

Seaworld's total revenues were continuously increasing before 2013 until 'Blackfish' -a documentary which accused SeaWorld abuse their animals was released in that year, which heavily damaged SeaWorld's reputation.

The corporation tried a variety of ways to save their business such as promotional discounts, build hotels and decrease operation cost to attract customers and save the business. However, their business never got better after the Black Fish Crisis.

In USA and Ireland, this is 18.19% people believe that SeaWorld could use killer whale in their business show however there are up to 62.12% people disagree with it. In China, this number is 12.5% and 70.31%. Concede of the survey results are similar and the USA and Ireland's people would be the primary stakeholders and publics for SeaWorld. Therefore, I only use USA and Ireland's data as my compass input data.

According to these data, we can get SeaWorld ethical Compass 2014 and 2015 as follows:

A (18.19,0)

B (-62.12,0)

C (0, -5.64)

D (0,0)

E (0,-6.11)

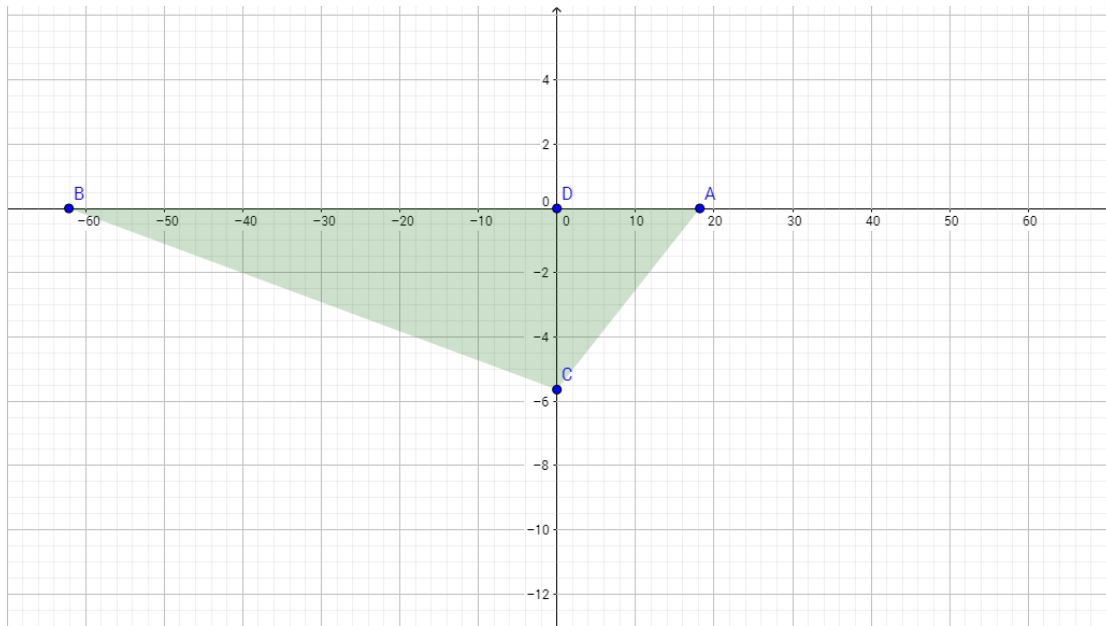


Figure 11 SeaWorld 2014

ADC=51.3

BCD=175.18

BCD+ACD=226.48

BCD-ACD=123.88

EthCom Bearing: 54.69

EthCom Rating: Third Quadrant

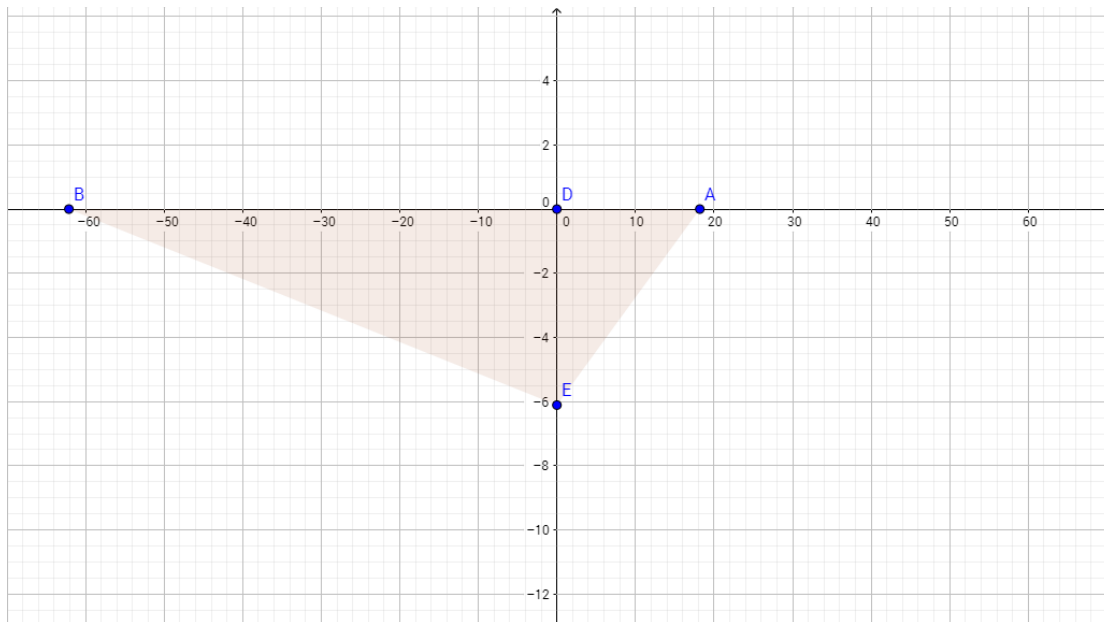


Figure 12 SeaWorld2015

AED=55.57

BED=189.78

AED+BED=245.35

AED-BED=134.21

EthCom Bearing:54.7

EthCom Rating: Third Quadrant

Compare with SeaWorld in 2014 and 2015, EthCom Bearing are 54.69 and 54.7 respectively, EthCom Rating both in the Third Quadrant. That means their ethical position is the same. It is worth noting that, because of the research lack of public opinion research data about SeaWorld in 2014 and 2015, I used my research data and assumed they were the same opinion poll data in 2014 and 2015, that's the reason of the EthCom bearing of both years were so close. However, if we can get reliable data of each year, the PR Ethical Compass would be having a more dynamic presence in this case.

With the continued ferment of blackfish crisis, Seaworld suffered a sustained profit Waterloo it caused. In early 2017, after three years of dimly low sales, SeaWorld announced an ending to its theatrical whale shows. (SCHELLING, 2017) This decision also being seeing as SeaWorld fights to restore its image as shares sink after the crisis of Blackfish. In my opinion,

if Seaworld could see their awful ethical situation clearly, they should have ended the whale shows in 2015 or even 2014.

Case 4 Lancôme Hong Kong

In June 2016, after the people in mainland China pressured cosmetic company Lancôme to cancel a concert in Hong Kong because one of the singers was suspected to be an icon of the Hong Kong separatist movement, Lancôme HK decided to cancel the concert.

As we know that Lancôme is part of the L'Oréal luxury products division, for this reason, there is a lack of Lancôme financial loss data after the crisis, I had to make a reasonable inference, if Lancôme regardless of mainland China's people's opinion and insisted starting that concert, what will happen?

According to my research, there are 18.66% people agree and 30.62% people disagree that the decision of canceling the concert in USA and Ireland. Therefore, I assume that if Lancôme decided to hold the concert, the number of supporters would be 30.62% and vice versa.

According to L'Oréal's 2016 annual report breakdown of the market Asia, there is a dynamic 11.3% profit growth in China (loreal, 2016). Reference Lotte's case above, if Lancôme bent on holding that concert, there is a huge risk that L'Oréal's would lose the entire Chinese market. Thus, we can get the following coordinate values:

A (30.62,0)

B (-18.66,0)

C (0, -11.3)

D (0,0)

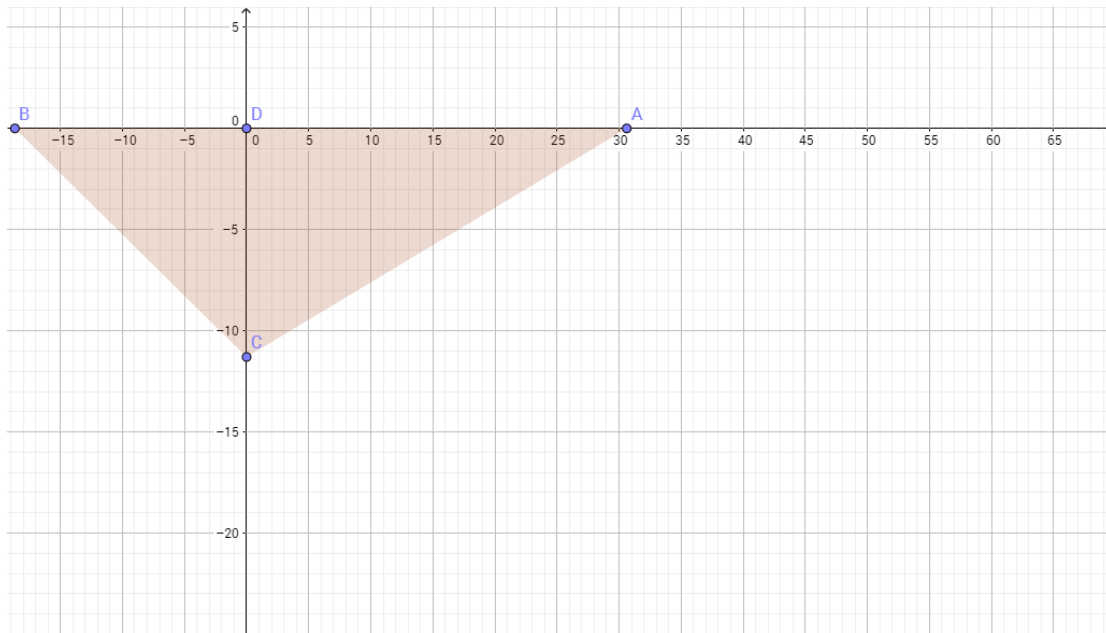


Figure 13 Lancôme holding concert-USA and Irish

BCD=105.4

ACD=172.96

ACD+BCD=278.36

ACD-BCD=67.56

EthCom Bearing: 24.27

EthCom Rating: Fourth Quadrant

The following is the prediction of Chinese EthCom Bearing and EthCom Rating if Lancôme holds the concert:

E (-50,0)

F (20,0)

D (0,0)

C (0,-11.3)

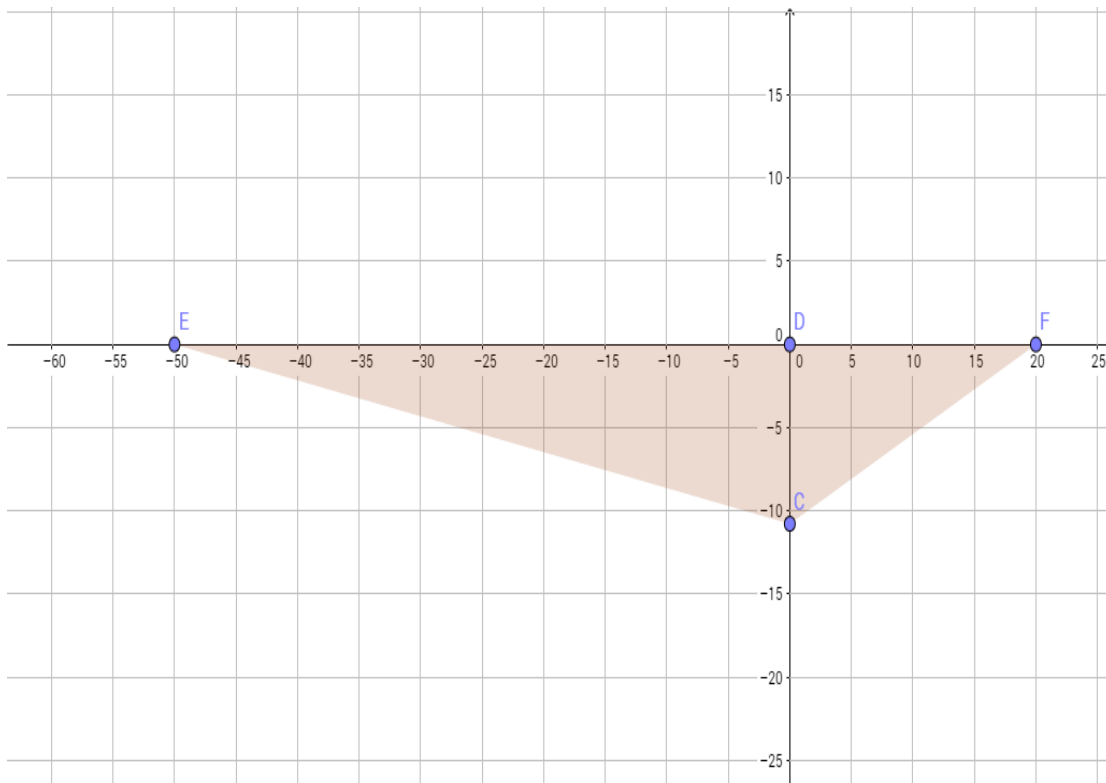


Figure 14 Lancôme holding concert-Chinese

DEC=282.5

FDC=113

FDC-EDC=169.5

FDC+EDC=395.5

EthCom Bearing: 42.86

EthCom Rating: Third Quadrant

The following is the USA, Ireland, China, the three countries' average opinion about hold concert.

A (28,0)

B (-26,0)

C (0, -11.3)

D (0,0)

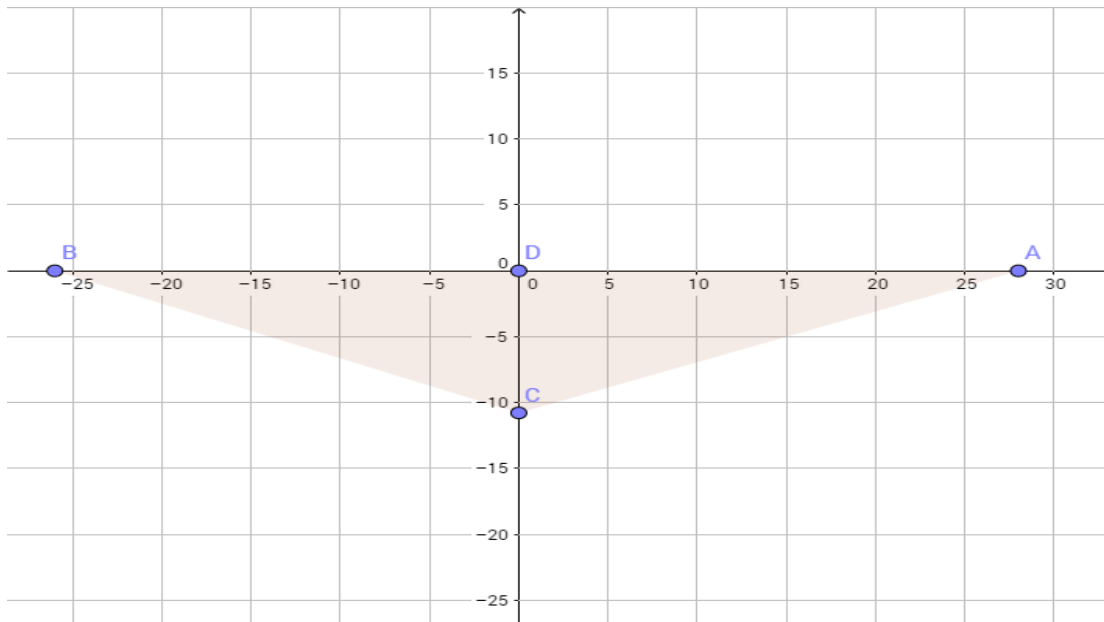


Figure 15 Lancôme holding concert-three countries

BCD=140.11

ACD=150.89

ACD-BCD=10.78

ACD+BCD=291

EthCom Bearing: 3.70

EthCom Rating: Fourth Quadrant

As we can see, in USA and Ireland, EthCom Bearing is 24.27 and EthCom Rating is Fourth Quadrant. Obviously, this decision is controversial in these two countries. In China, the EthCom Bearing is 42.86, EthCom Rating is Third Quadrant. That means Chinese people believe if Lancôme decides to hold the concert, it would be an unethical decision for them.

In my opinion, all politics is local. Lancôme public relations practitioners in Hong Kong may wish to express their wish to support some of local people's political stance when they decided to take sponsorship for that concert. However, it directly leads to a PR crisis between mainland China market and HK local market which cost Lancôme huge financial loss.

Therefore, as a corporations' PR practitioner must make judgments based on a global view of input and a "what's in it for public's attitude. That's so called, think global, act locally not for think local act locally. There is no study about multinational corporate promoting regional democracy. However, this is not an argument that multinational corporations should or should not promote regional democracy. The problem is how they promote it. If a decision cannot

create wealth and reputation for the company and more so create more conflict in public will lead to damage the corporation's brand image and reputation. I have to give the conclusion that this decision must be unethical.

Case 5 Volkswagen

Before September 2016, Volkswagen decided to use "Defeat device" software to cheat on their pollution emissions tests to mask some pollutants put back into the environment by its diesel vehicles.

After US regulator revealed Volkswagen emissions cheating, Volkswagen soon admitted its fraud because the company adopted an aggressive strategy to boost its small US sales. The diesel car is a niche market in the American car market which with a meager competition and weak demand. However, in 2014, diesel car selling was 21.6% of Volkswagen's total U.S. selling, but these diesel cars were only 3% of total US car market. (Eisenstein, 2016) Apparently, Volkswagen wants to speed up its sales and profits by monopolising the diesel car market in the United States. It's led to Volkswagen rushing the "clean diesel" cars to market before the diesel was actually clean.

On April 22, 2016, Volkswagen reported its largest annual loss in its history; Jun 28, 2016, Volkswagen agreed to pay up to \$15.3bn in US civil settlement; Jan 10, 2017, Volkswagen close to \$4.3bn US criminal settlement. Therefore, these legal bills already occur 9.68% of their sales revenue of 2014, (Volkswagen, 2016) and it is not included the globally damaging by 25 percent drop in sales brand-wide. (Wood, 2015)

According to report (Volkswagen, 2016), the North American diesel car only contributed about 2.95% sales revenue in 2014, now they have already lost 25% and even more. Combined with my survey data, up to 87.06% people in USA and Ireland hold negative feeling with Volkswagen's scandal, only 5.26% people support them, and this number in China is 79.69% and 4.69%.

First, we can get the following figures in USA and Ireland:

A (5.26,0)

B (-87.06,0)

C (0, -25)

D (0,0)

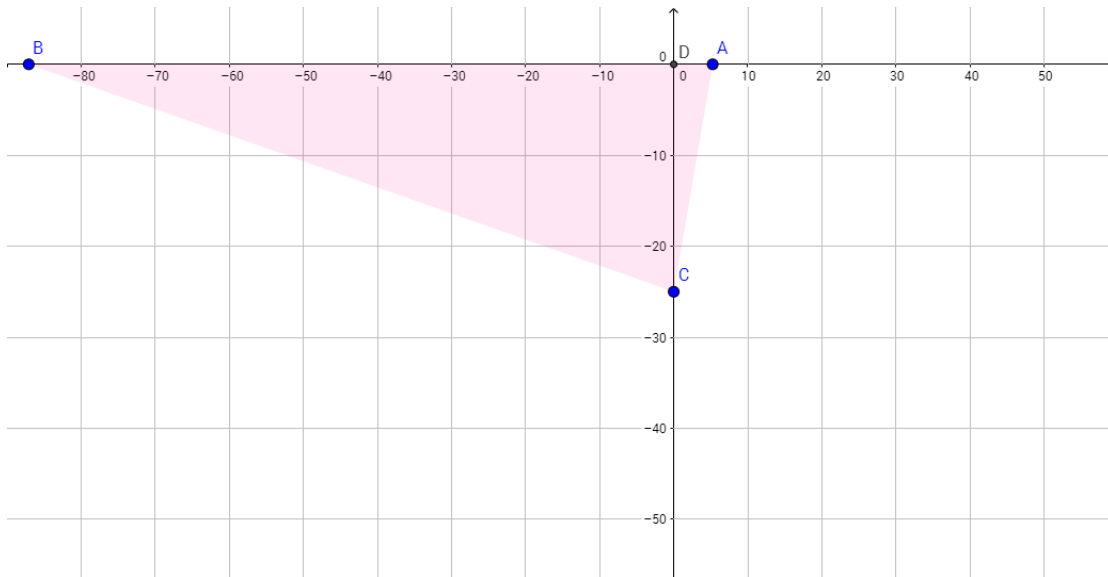


Figure 16 VOLKSWAGEN-USA and Ireland

ACD=65.75

BCD=1088.25

BCD-ACD=1022.5

BCD+ACD=1154

EthCom Bearing: 88.6

EthCom Rating: Third Quadrant

E (4.69,0)

F (-79.69,0)

C (0, -25)

D (0,0)

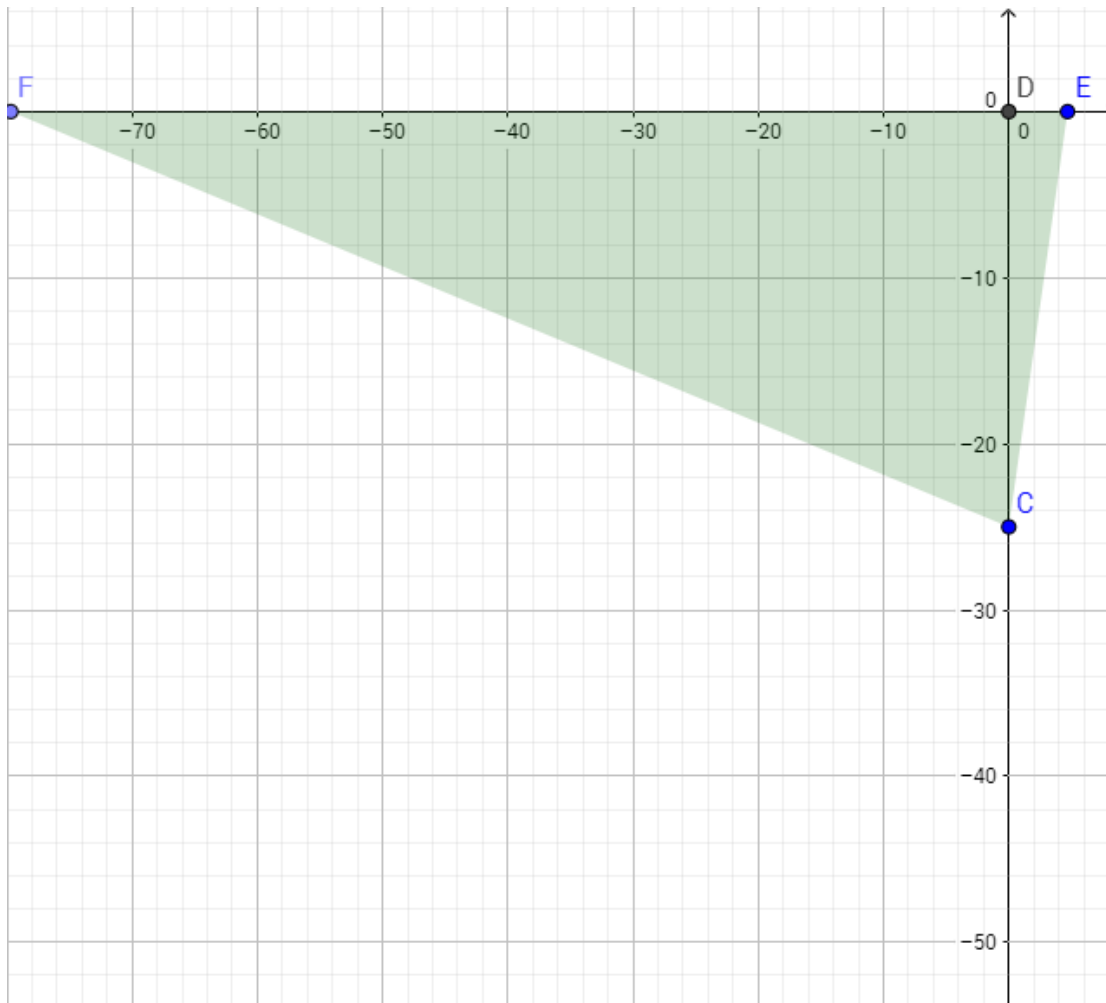


Figure 17 VOLKSWAGEN-China

ECD=58.63

FCD=996.13

FCD-ECD=937.5

FCD+ECD=1054.76

EthCom Bearing: 88.88

EthCom Rating: Third Quadrant

No doubt that the EthCom Rating both located in the Third Quadrant but it's surprising to see that Chinese EthCom Bearing is higher than USA and Ireland. Does this mean Volkswagen's decision is more unethical to Chinese? I think because the Chinese survey of this question has up to twice non-public responses than USA and Ireland, it is affecting the total area of the triangle, making the comparison results also been affected.

From this point of view, we can see that when two groups' non-public in a different number, it's better we only compare the EthCom Rating unless we can find a way to give these non-publics a weight then we can compare the EthCom Bearing in the same Quadrant.

Ethics is not merely a question of figuring out what you can get away. Not getting caught doing something wrong does not make it right.

Case 6 Turing Pharmaceuticals

In mid-August 2015, Turing Pharmaceuticals acquired the rights of HIV medicine, an old anti-infective drug-Daraprim and decided to raise the price from \$13.50 a tablet to \$750. (KODJAK, 2016) A monopoly occurs when a firm dominates a market. It means Turing determines the price in the drug market rather than accepting the industry price. They are holding 100% market share of Daraprim. As we can see when the price risen from \$13.50 to \$ 750 per pill and the number of pills sold dropped from 25,500 in August to 600 pills in December 2015, they still gained 30.72% sales from these 600 pills compare with the price was \$13.50! (SCOTT, 2016) In 2015 Sept. 20—FierceBiotech's John Carroll asked Turing's former co-founded, and the C.E.O. Martin Shkreli to explain the price increase on Twitter. Shkreli said: "It's a great business decision that also benefits all of our stakeholders." (Timmerman, 2015)

As I believe that Martin Shkreli's opinion represented most of profit-driven orientation CEO in corporations. But apparently, they ignored one of the most important stakeholders - the patients. This decision to virtually eliminate the availability of this drug to important consumers, like pregnant women, cancer patients and those with HIV/AIDS has also sparked a series of public discontent.

According to my survey, up to 85% people disagree what they did, only 5.28% people agree with them in USA, Ireland and China. Transfer the data into ethical compass we can see as follows:

A (5.28,0)

B (-80.14,0)

C (0,30.72)

D (0,0)

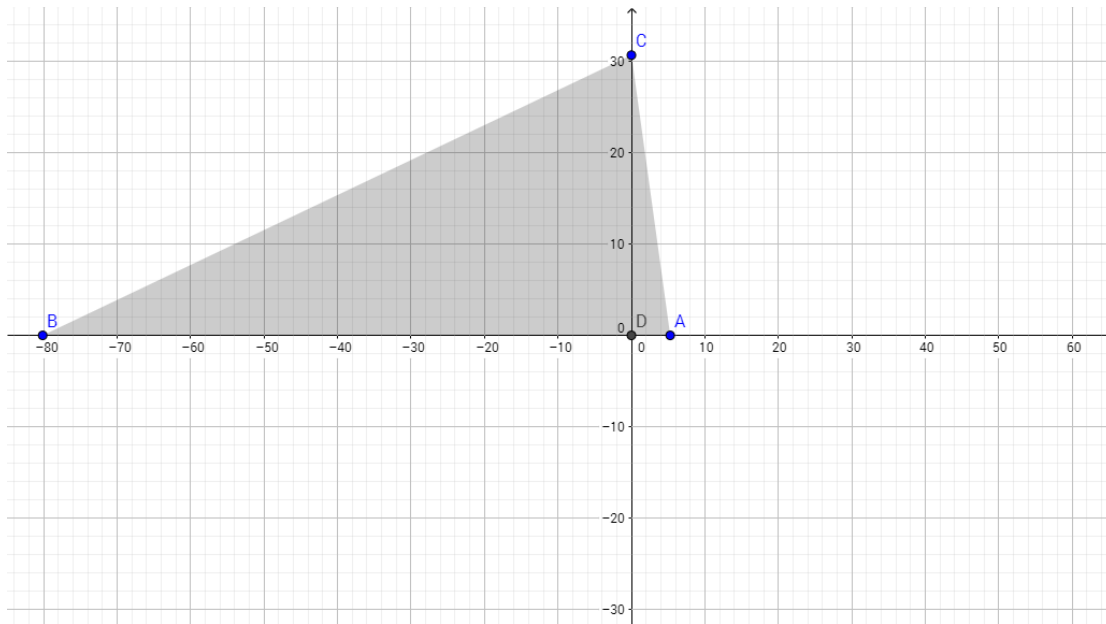


Figure 18 Turing-three countries

ADC=81.1

BDC=1230.95

BDC+ADC=1312.05

BDC-ADC=1149.85

EthCom Bearing: 87.638

EthCom Rating: Second Quadrant

In fact, we can clearly see that the decision mostly located in the controversial second quadrant even without any calculate.

Does this mean Turing’s greedy pricing is more ethical than Volkswagen’s “Defeat device”? The answer is a big no. As we all know that monopoly would maximise industry profits, it is because the sales figures won't reflect the true public reaction. I have to say PR Ethical Compass may not work on these monopoly corporations.

Turing may have been an egregious example, but it's not the only case in the pharmaceutical industry. The public viewed it as representing all that was wrong with the pharmaceutical industry. Bernstein analyst Ronny Gal pointed out many companies ratchet up drug prices when the market presents an opportunity. He pointed to three examples:

Jazz Pharmaceuticals' drug Xyrem, Questcor's Acthar and Mylan's EpiPen. What these corporations did was the same as Turing. (Tirrell, 2015)

Even before Turing, Shkreli actually planned to purchase two other drugs from Valeant, another pharmaceutical company, which are used to treat Wilson disease and jack up those prices, but the deal fell through. Valeant then went ahead and increased the prices of the two drugs in question by 1,886% and 3,650%, which raised their sales per month from \$200,000 to \$10 million. (Trevathan, 2016)

Therefore, the real problem, however, is not the unethical decision but the system that has let this decision thrive. The government should be doing all they can to encourage competition. Meanwhile, the monopolies need to be regulated and controlled; otherwise, they can use their marketing power abuse public opinions. Even the decision very unethical, they still can control their profit gaining and without taking any influence from publics.

Although there is an argument that higher prices and higher profits could be a boon for the industry, and for patients because the income could fund additional research and development. However, before these monopolies reach to next monopolised patented drugs, there is a huge risk to them if the buyers have the switching power they will soon abandoned by publics.

The good news is in 2016 November, Australian students recreate Daraprim in the school lab, plus Turing sales continue dropping, it led to any hopes for Turing to raise more money needed to fund clinical trials have evaporated.

As a PR practitioner work in Turing, best we can do before the decision would be made is a reasonable price increase and raise public awareness about drug price with research. Move public opinion close to the First quadrant in the ethical compass. Maybe Turing will not be the target of the public, nor will it happen that Australian students break the formula?

Case 7 Starbucks Corp

In September 2013, Starbucks Corp asked gun owners to stop bringing their weapons into its cafés. According to the Fourth quarter financial report (Starbucks Corporation, 2013), Starbucks consolidated the Fourth quarter revenue rose 13% to a record \$3.8 billion. And it was the best single quarter in the 42-year history of Starbucks.

Inset with my survey data we can get following figure:

A (64,0)

B (24,0)

C (0,13)

D (0,0)

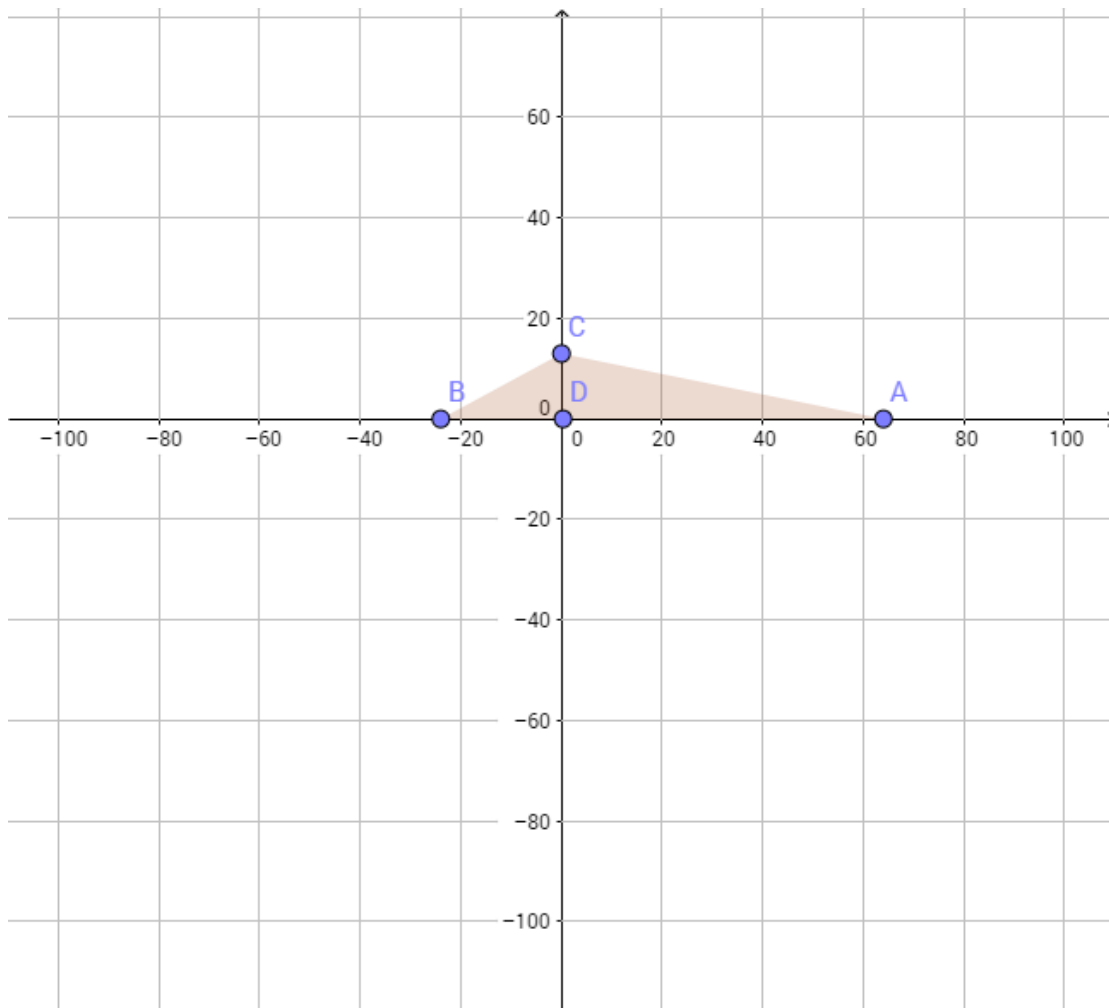


Figure 19 Starbucks- Fourth quarter

ACD=413.97

BCD=158.03

ACD+BCD=572

ACD-BCD=255.94

EthCom Bearing: 44.74

EthCom Rating: First Quadrant

It is clear to say that Starbucks's decision results in a very good performance both in ethics and profits.

Case 8 the Boy Scouts of America

In June 2012, the Boy Scouts of America(BSA) publicly reaffirmed their anti-gay policy. They

asked LGBT staff to keep their sexual orientation secret if they want to remain in Scouting.

According to Boy Scouts of America's financial statement (BSA, 2012, 2013, 2014, 2015), their total revenues in 2015 was 197.143million 2014was 244.046 million; 2013 was 282.887 million; 2012 was 228,913 million.

The only rise happened in 2013; it was a 23.58% increase compared to 2012, then in 2014 and 2015 they had 13.73% and 19.22% decrease.

Combined them with my survey data

A (25.84,0)

B (-62.2,0)

C (0,23.58)

D (0,0)

E (0, -13.73)

F (0, -19.22)

2013:

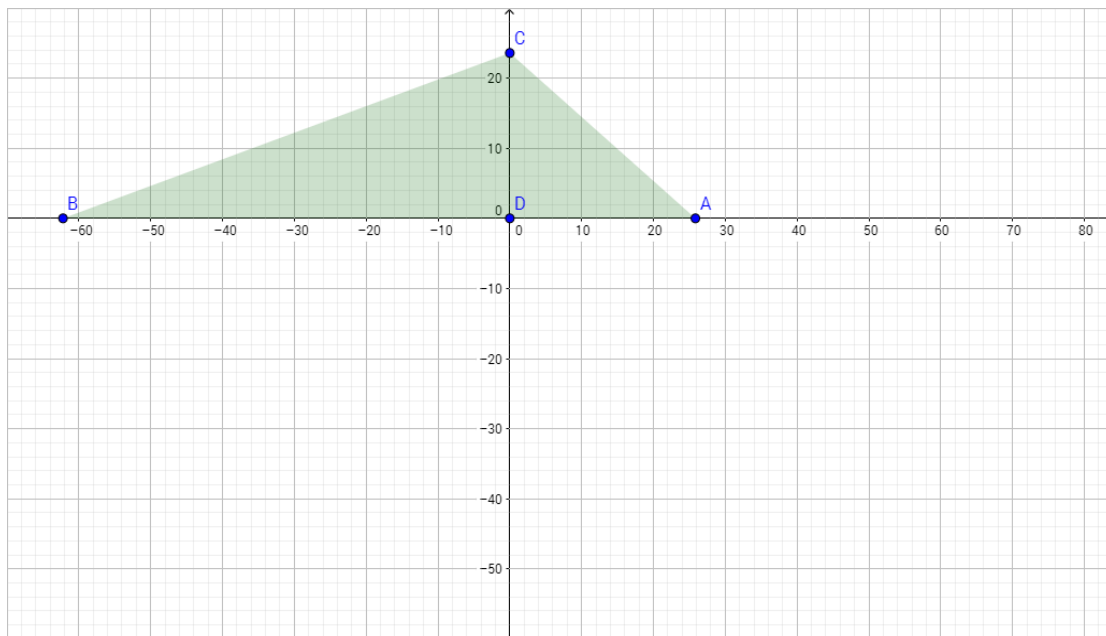


Figure 20 BSA-2013

ACD=304.65

$$BCD=733.34$$

$$ACD-BCD=428.69$$

$$ACD+BCD=1037.99$$

EthCom Bearing: **41.3**

EthCom Rating: **Second Quadrant**

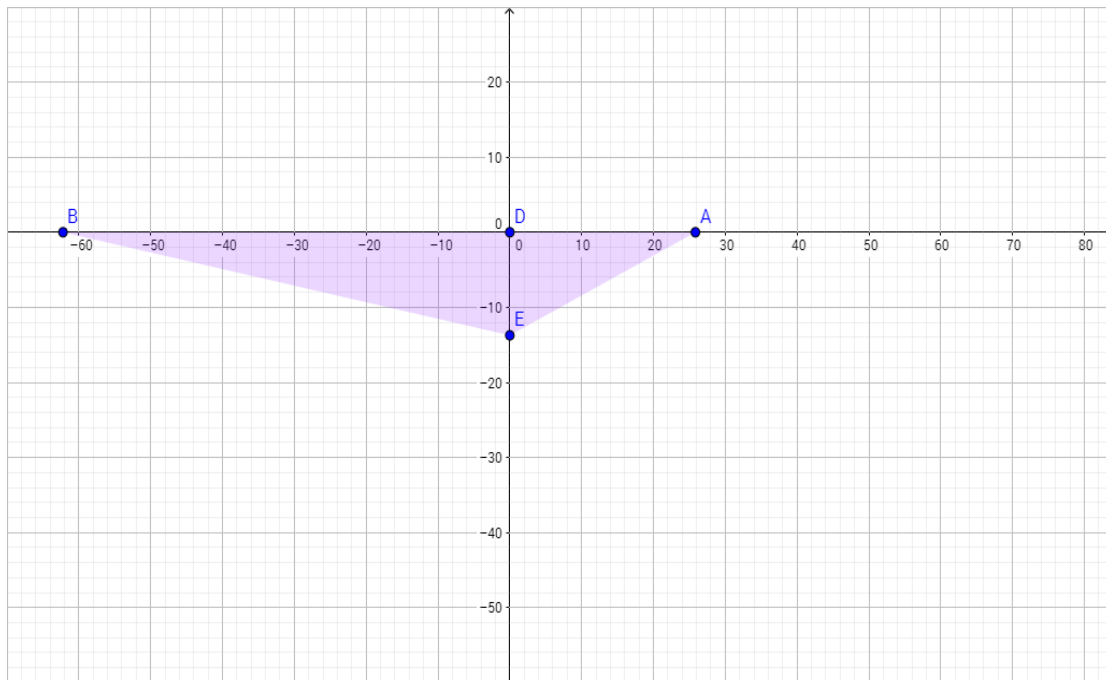


Figure 21 BSA-2014

$$BED=427$$

$$AED=177.39$$

$$BED-AED=249.61$$

$$BED+AED=604.39$$

EthCom Bearing: **41.3**

EthCom Rating: **Third Quadrant**

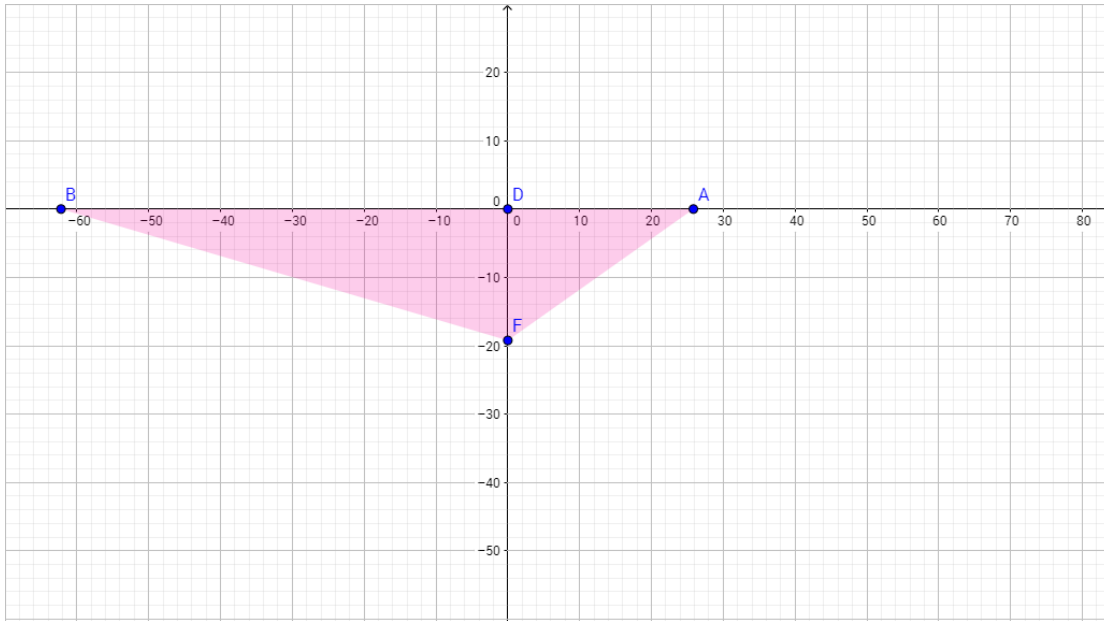


Figure 22 BSA-2015

AFD=248.32

BFD=597.74

AFD-BFD=349.42

AFD+BFD=846.06

EthCom Bearing: 41.3

EthCom Rating: Third Quadrant

As we can see that the EthCom Bearing in 2014 and 2015 is the same, because I use the same public opinion survey data for 2014 and 2015. The problem is how we can compare the ethical condition for both? Therefore, let's us assume that more people support LGBT in 2015 and the non- publics maintain the same rate, there would be a 1% increase LGBT supporter than 2014

A (24.84,0)

B (-63.2,0)

D (0,0)

F (0, -19.22)

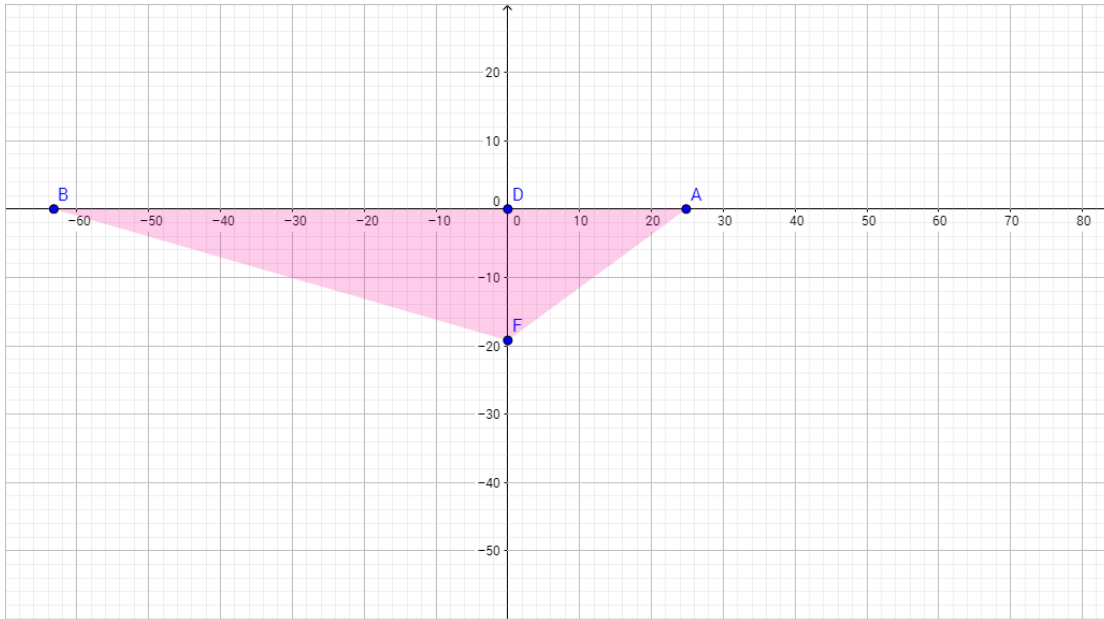


Figure 23 BSA-1% increase LGBT supporter than 2014

AFD=238.71

BFD=607.35

AFD-BFD=368.64

AFD+BFD=607.35

EthCom Bearing: 43.57

EthCom Rating: Third Quadrant

On the assumption that by 2015 an increase of 1% supporters of LGBT over the previous year, and nonpublic population remain the same, it is clear that BSA’s 2015 is more unethical than it’s 2014.

The BSA made a bad decision. Regards their most significant stakeholders are religion relative organisation.

It might have been good short-term business, in that it placated a few of their largest chartering partners, like the LDS and the Catholic church, who were then using the BSA as a sectarian tool but it was wrong decision in the long run. Bad name that's eroded the reputation.

Their prejudice inevitably reduced existing customer base. A lot of companies withdrew donations and abandoned support from the BSA because they believe the corporation’s philanthropy policies, which state that groups that discriminate on the basis of sexual orientation are ineligible for charitable donations. (Machado, 2014)

Case 9 Google

In January 2010, Google claimed that it could no longer tolerate what it called strict censorship and pulled out its entire business from mainland China. The former CEO Eric Schmidt was against this decision, but two founders, Larry Page and Sergey Brin both supported the quit decision. (Auletta, 2011) According to Google's Annual report of 2010, Google's net income was \$8505 million (Google, 2010) meanwhile, estimated Google would generate \$600 Million in revenue from China in 2010. (Malik, 2010) That's means they lost at least 7% revenue for the quit decision.

Insert the data into PR Ethical Compass; we can see as following:

A (66.66)

B (-33.33,0)

C (0, -7)

D (0,0)

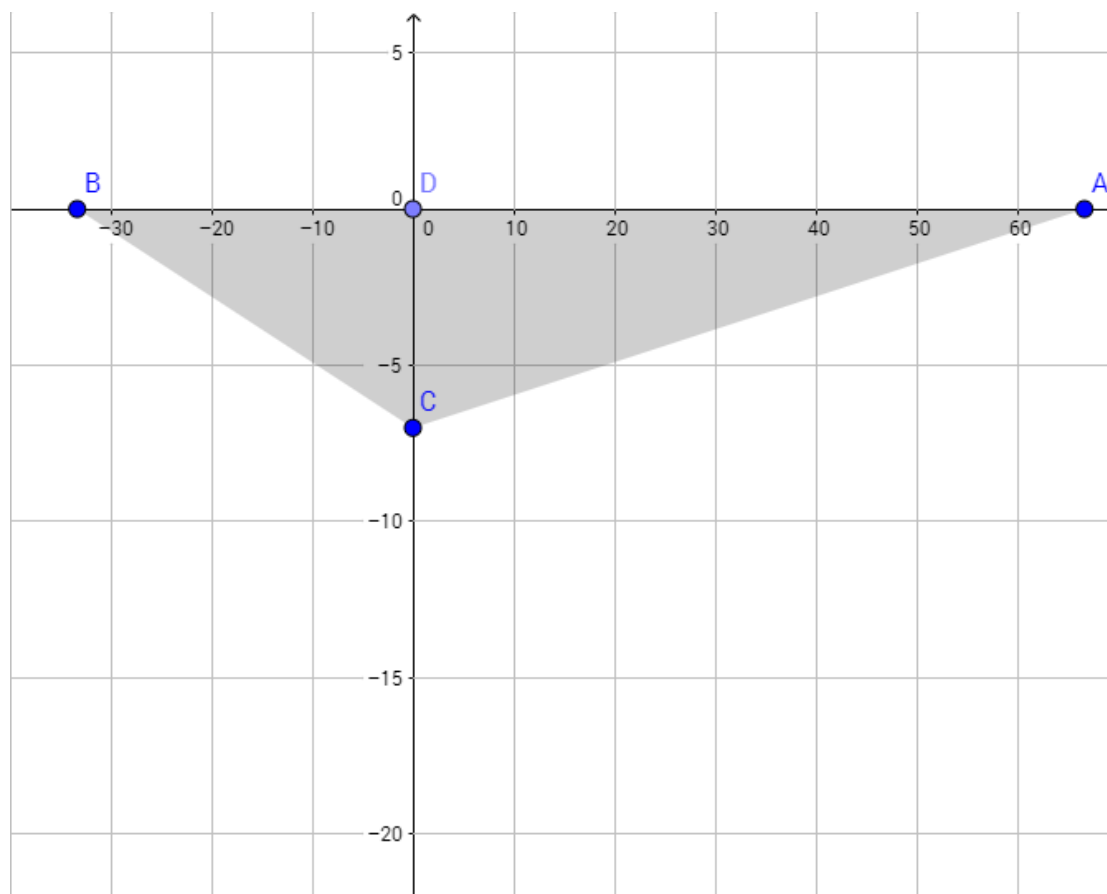


Figure 24 Google-2010

ACD=233.33

BCD=116.66

ACD+BCD=349.99

ACD-BCD=116.68

EthCom Bearing:33.33

EthCom Rating: Fourth Quadrant

The above I used internal stakeholders' opinion, as forward-looking predictions if they go back to 2010 and going to make a decision.

As we can see from the PR Ethical Compass, the EthCom Rating is in the Fourth Quadrant, EthCom Bearing is 33.33 Both all means very controversial decision.

However, after 2010, Google's share already increased four times, and more people seem to agree they made a right decision. In 2015 Google's net income was 16348 million (Google, 2015), compared with 2010, it increased 52% and according to my research, In USA and Ireland, 47.85% agree Google should quit China, and 12.92% disagree.

E (47.85,0)

F (-12.92,0)

G (0,52)

D (0,0)

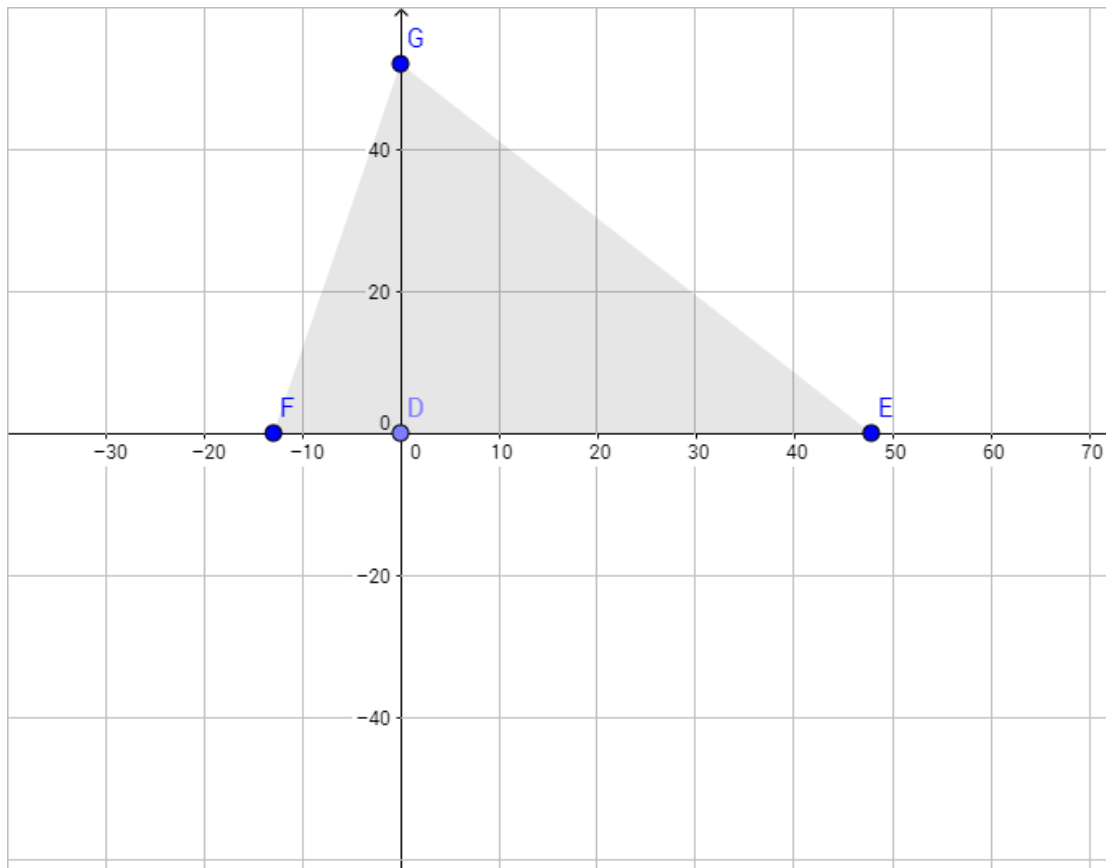


Figure 25 Google-2015

EGD=1244.1

DFG=335.92

EGD+DFG=1580.02

EGD-DFG=908.18

EthCom Bearing: 57.48

EthCom Rating: First Quadrant

As we can see that it is a very strong ethical direction.

Then we can check Chines PR Ethical Compass in 2015,

Chinese 2015 Ethical compass:

H (21.88,0)

I (-45.31,0)

G (0,52)

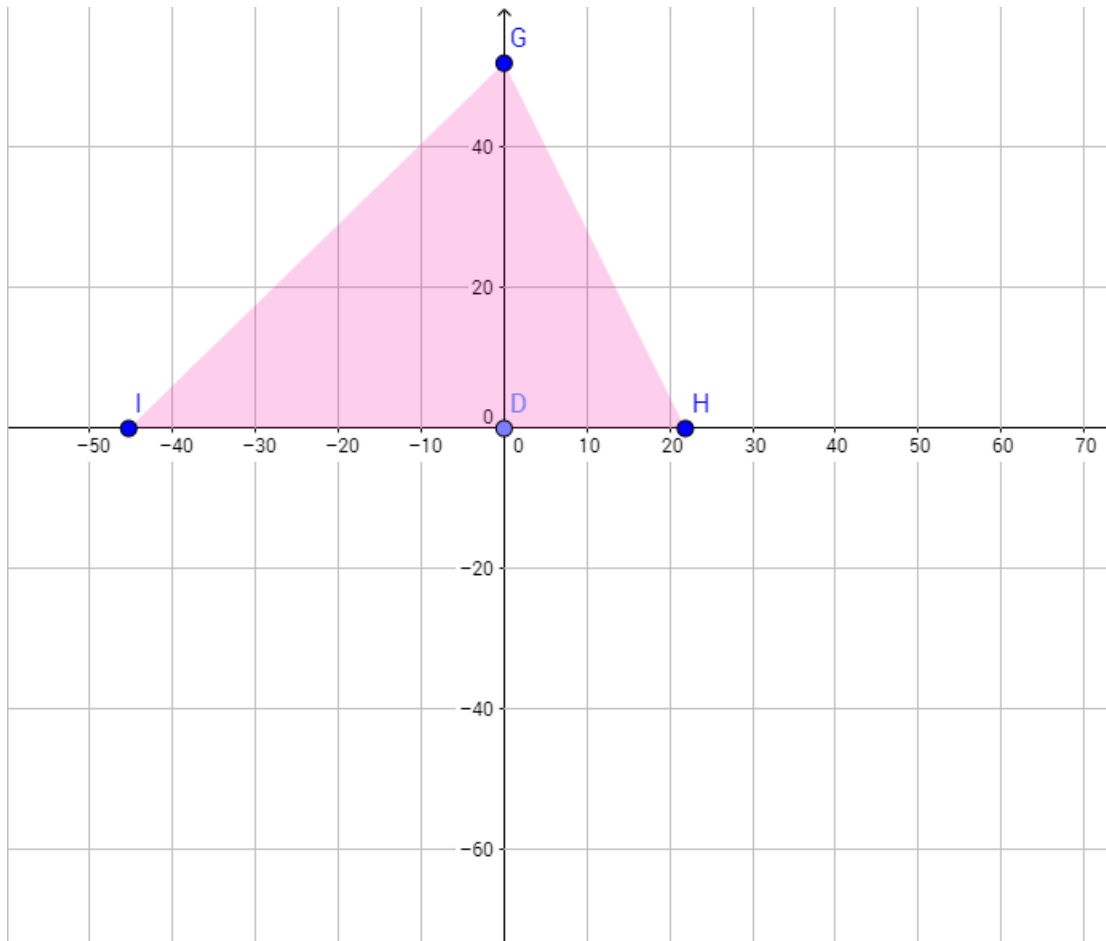


Figure 26 Google 2015-China

GHD=568.88

GID=1178.06

GID+GHD=1746.94

GID-GHD=609.18

EthCom Bearing: 34.87

EthCom Rating: Second Quadrant

In 2010, stakeholder's opinions with the loss of profits both formed area. This area most are located in controversy quadrant and a small part of the area located in Crisis quadrant. In contrast, in 2016, this decision reflects most of the area based in a win-win quadrant. Therefore, we can conclude that Google's decision to quit China is controversial and risky in the short term, but in the long term, it is an ethical decision globally, even this decision still controversial in China.

Case 10 Yahoo China

In 2004, Yahoo China decided to leak its user's IP address information to the Chinese police force. This decision resulted in a Chinese journalist being sentenced to 10 years in jail for the crime of "revealing state secrets."

Compare with 2005; Yahoo had a 22.2% increase of Revenues 2006. According to my research, there is 21.87% Chinese agree Yahoo's decision, 35.94% Chinese disagree. Although this incident happened in China, it had caused a huge response in the West. Today, there is up to 67.47% people against this decision, and only 12.91% people in USA and Ireland support Yahoo.

A (-67.47,0)

B (12.91,0)

C (0,22.2)

D (0,0)

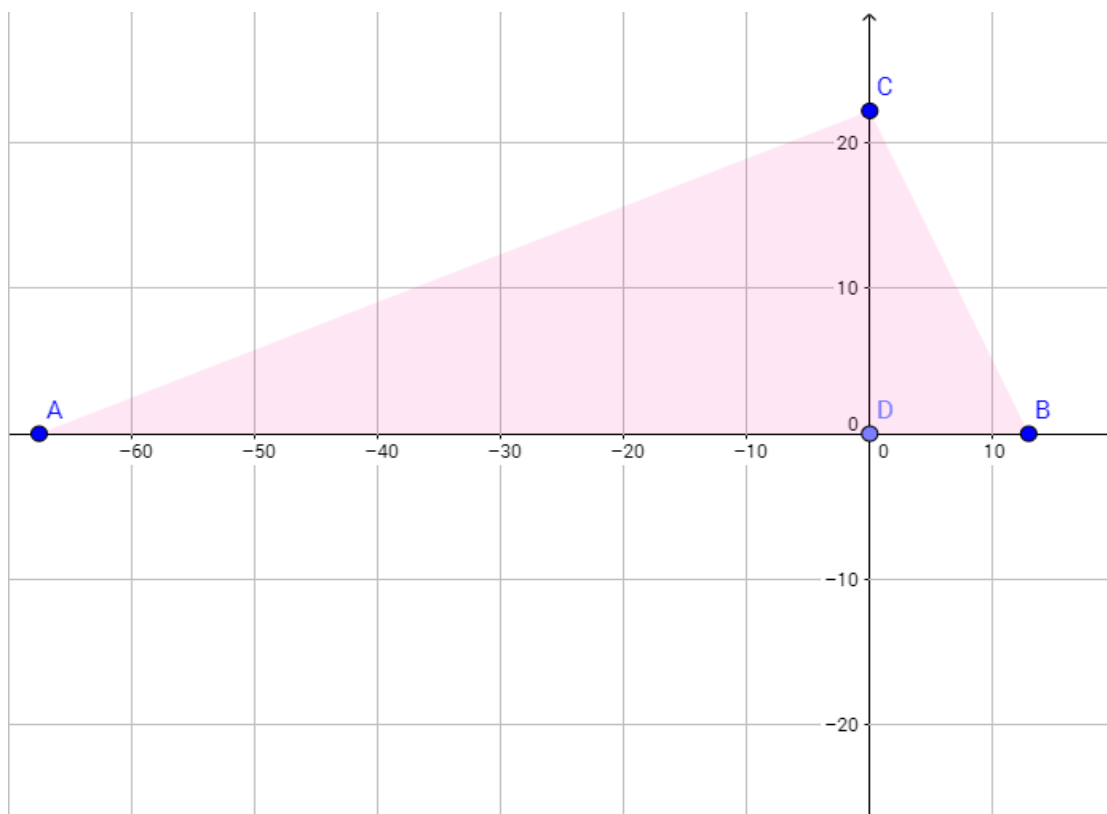


Figure 27 Yahoo 2006-USA and Ireland

CBD=143.3

CAD=748.92

CAD+CBD=892.22

CAD-CBD=605.62

EthCom Bearing: 67.88

EthCom Rating: Second Quadrant

Because EthCom Bearing is 67.88, it is a solid position in the Second Quadrant. However, Yahoo not as lucky as Turing, it is in a full competition market, after the crisis, it suffering long history of bad business moves.

Yahoo China has closed its Web portal and gradually take down the entire services in China after 2012. (Shu, 2013)

In this case, Yahoo defended itself at the time, saying it had to abide by local laws. However, we can see that ethics is more than simply following the letter of the law. It is a fallacy to assume that everything that is legal is also morally correct. It is equally problematic to presume that everything you consider to be ethical must, therefore, be legal. (Parsons, 2004)

Chapter 6 Finding

6.1 The formula of PR Ethical Compass

As we can see that the public opinions and the profit/income data formed a triangle, the whole triangle will fall in the coordinates, by subtracting the area of triangles in each quadrant, we can get EthCom Rating which tells us the relative position of PR decision in the PR Ethical Compass.

While the EthCom Bearing is the proportion of the relative position area in the total area, it tells us the strength of this position. For example, In Figure 18, Turing Pharmaceuticals is in the Second Quadrant but its EthCom Bearing up to 87.63, this shows that the public reputed what Turing did is very unethical. In Figure 10 EthCom Bearing only 4.2, that means male populations have a divergent view on Lotte's decision.

6.2 The rules of PR Ethical Compass

After I use PR Ethical Compass analysis for 10 PR cases, we can find that this testing proved the PR Ethical Compass could be a handy tool for help PR decision making.

- **The PR Ethical Compass can effectively measure the ethics of public relations decisions and even can provide predictions (see Figure 14, Figure 15, Figure 23 and Figure 24)**
- **The PR Ethical Compass cannot effectively measure and evaluate monopolies' PR decisions because the monopoly of the business can interfere with sales data so, the PR Ethical Compass cannot function effectively (see Figure 5 and Figure 18)**
- **EthCom Bearing reflect how strong EthCom Rating it was. The bigger the number, the more polarised the view of public opinions are (see Figure 7, Figure 16, Figure 17, Figure 18, Figure 27)**
- **PR Ethical Compass reflect a dynamic measurement. Different geographic (Figure 25 and Figure 26), demographic (Figure 9 and Figure 10) and timing (Figure 20, Figure 21 and Figure 22) will get different results. Just like Morley said that corporate reputation is dynamic, it is not static and greatly affected by changes in the external environment. (Morley, 2002) However, even it is a dynamic data; we still can measure and evaluate its value by using PR Ethical Compass.**
- **PR Ethical Compass is not taking account in the number of non-public, but if the number of non-public changes, it needs to measure again to get more accurate results. When PR practitioners survey the public opinion, they should prepare the questions' option to measure the proportion of Non-public and use the Non-public information to prepare the subsequent public relations strategic plan. For example, there are up to 43.75% people in China as a non-public group when they answer the LGBT relative question-the case of the Boy Scouts of America. It is worth to mention that 75% of them are aged from 45 to 64. Therefore, this age group would be the key public group that corporation should target for if the BSA try to start a business in China and don't want their PR crisis to repeat.**
- **It is worth to mention that, the second quadrant also seems unethical, however, because it is gaining profit, from a utilitarian view it is better than the third quadrant, but that does not mean the Second quadrant is equal with the Fourth**

quadrant. Of course, if the corporation focus is different, they can give each quadrant different weight. If Turing Pharmaceutical willing to sacrifice ethics for weight profit more important than morality, then they may prefer to stay in the second quadrant position, but this does not mean what they did was ethical.

6.3 The Value of the PR Ethical Compass

The value of public relations can be determined at five levels. They are Individual level, Program level, Functional level, Organisational level and societal level respectively

6.3.1 Individual level

As I mentioned earlier, PR practitioners often face a decision-making dilemma, different ethical patterns, professional codes, local regulations and culture difference will cause different decision and difficulties. Fortunately, now we have PR Ethical compass, it can help PR practitioners to make a more efficient decision.

6.3.2 Program level

The testing has proved that the PR Ethical Compass can be applied to cross-sectional and longitudinal analyses. Through a cross-sectional study, I find out that the PR Ethical Compass can compare different population groups such as internal stakeholders and external stakeholders (Google's case) or a different country and regions in a chosen period (Lotte's case). Meanwhile, through longitudinal study, the PR Ethical Compass also can be used in making comparisons over time, observing the ethical trend of the corporation in timeline (SeaWorld Parks and Entertainment's case)

The result of PR Ethical Compass is a dynamic measurement. It makes decisions more reliable and trustworthy. It could also be used to predict corporations' ethical position as well. (Lancôme's case) A significant increase in data analytics capability and balance the interests of the corporations and their stakeholders.

6.3.3 Functional level

Data visualisation is the trend in recent years. Visuals are processed 60,000 times faster than text. (Pant, 2015) A sharp, well-produced infographic would be the pinnacle of success and

make the report more easily digestible.

The PR Ethical Compass is easy to make graphical and make report easy to read. Because all the data are quantitative data and the analysis formula only involved in basic mathematical knowledge, it is easy to organise and categorise into a design software program.

Meanwhile, it can evaluate the PR decision both in the short term(Starbucks) and the long term (Google's case). It also reduced internal arguments to make work more efficient and save the time and effort of staff to write and read reports. It helped reduce operation cost and additional work/time. For instance, like Google's case, it is a very controversial decision if according to absolutism, Google should not cooperate with any authoritarian government. However, this decision also involves cutting off Google service from 731 million Internet users in mainland China. (Yangpeng, 2017) They soon become victims who were deprived free information of Google. If we are going to write a report to evaluate about whether Google quitting China is an ethical decision, people may write more than ten thousand words still not be able to draw a satisfactory result. Therefore, the PR Ethical Compass meets evaluative criteria and practical benchmarking at the function level.

6.3.4 Organisational level

An objective is a strategic step along the way to achieving the desired goal. It creates measurable results. PR Ethical Compass can prove the value of PR decision. By setting and achieving measurable objectives, PR practitioners can follow PR strategic step along the way to achieve desired PR goals. For example, in Volkswagen's case, PR practitioners can set PR objectives as reduce EthCom Bearing from 88.6 to under 40, move EthCom Rating from Third Quadrant to Second Quadrant in USA and Ireland. Then use this set to achieve the goal such as recovering the reputation or reputation management goals.

The PR Ethical Compass can help to develop a better management of public relations crisis, effective in avoiding reputation and financial damage. It can convince CEO change for better business results, for example, if SeaWorld Parks and Entertainment could use the PR Ethical Compass, they won't suffer three years bleak business and only stop the killer whale performances until 2017. Assuming that they make an appropriate adjustment based on the ethical position reflected by the PR Ethical compass in 2015, immediately terminating the killer whale show and promote the company as an animal-friendly business, then the result will be unquestionably better than what SeaWorld Parks after 2014.

Mathematical education of plane Cartesian coordinate system is prevalent in basic education in most countries. In the United States, European and China, this knowledge is a compulsory course for both high school students and middle school students. As for how to calculate the area of the triangle is more basic mathematical knowledge which attempts to be universally understood by middle school level student. Therefore, PR ethical Compass does not require users to have a high degree of math ability. Any high school graduate can simply get started.

As we all know that the public opinion measurement process is often expensive, involving the combined efforts of teams of professionals, or teams of organisations. However, with the big data era comes, I believe that more and more corporations will measure public opinion as regular measurement data requirement.

6.3.5 Societal level

Not only limited to corporations, the PR Ethical Compass can also be applied to any organisation with PR public opinion data and revenue data such as NGO or regional small businesses can use this tool to help business decision making and evaluation.

For example, paid advertising has become the primary communication tactic of NGOs (Tkalac & Pavicic, 2009) we can use the data of local public opinion survey and donations after advertising to measure the ethics of this advertising.

It is particularly worth mentioning that those multinational corporations which have business across conflict region could also be benefited from the PR Ethical Compass. Like the cases of Lotte, Lancôme, Google, they both involved in the political conflict. The PR Ethical Compass can help evaluate their decision and help corporations lower the risk of PR crisis and financial loss. So that multinational corporations can put time and energy on more effective PR activities, make the society more harmonious rather than create unnecessary contradictions and conflicts.

6.4 Disadvantage

6.4.1 Cost of implement

To actually run PR Ethical Compass, it needs public opinion survey. Now only a small number of corporations could master the big data analysis. If small businesses want to use PR Ethical Compass, it needs to do public opinion survey; therefore, this tool may be more suitable for large corporations, especially those who have the ability to run big data analysis. But with more companies paying attention to the PR research gradually, I believe that this is not difficult to

overcome.

Concerns associated with the implementation process which also included insufficient access to software. However, since the PR Ethical Compass does not involve complex calculations and complex data analysis, so the design of software or fitting it into other analysis software would not seem like a difficult task.

6.4.2 The probability influenced by non-public group

The PR Ethical Compass cannot effectively reflect the data of Non-publics but assume Non-public group changed opinion and willing to become the PR decision's stakeholders. With the big data trend, the possibility of dynamic monitoring of public opinion is getting higher and higher; this shortcoming will not affect the PR Ethical Compass's value.

6.4.3 A lack of diverse

The Corporate category also included conglomerates, transnational corporations, government-owned businesses and not-for-profit organisations (James & David, 2002) In my research, only Boy Scouts of America is a private, non-governmental organisation supported entirely by donations, other cases are conglomerates and transnational corporations.

Chapter 7 Impacts

7.1 Impact in Theory Building of PR Ethical Decision Making

The Institute for Public Relations published <Guidelines for Measuring Relationships in Public Relations>, mentioned that tools and techniques for measuring and evaluating the success or failure of long-term relationships stemming, in part from public relations efforts, have not existed.

Grunig once said we must acknowledge the need for additional research to develop a theory of ethical decision making in public relations. (Grunig, et al., 2002) However, it is rarely proved in the literature in PR ethics.

I believe PR Ethical Compass not only can help for practice in PR decision making but also can contribute the theory of PR ethical decision making.

Meanwhile, because the PR Ethical Compass can significantly promote two-way symmetrical communication, it indirectly promotes the Excellence Theory as well.

7.2 Impact of Corporate Strategy Plan

Freeman and Gilbert (1998) point out two axioms that any decisions of corporations as corporate strategy choices must reflect an understanding of the values of organisational members and stakeholders-such as customers, suppliers, governments, employees, etc. Meanwhile, these decisions must reflect an understanding of the ethical nature of strategic choice. Another is corporate strategy must reflect an understanding of the ethical nature of strategic choice. (Grunig, et al., 2002)

I believe that the PR Ethical Compass fits well in these two axioms because as I mentioned in the findings, the PR Ethical Compass can help corporations make more acute PR objectives. Because the PR Ethical Compass make PR ethics objectives become tangible and achievable. The result from the PR Ethical Compass close to the SMART acronym as specific, measurable, achievable, realistic and time-oriented.

7.3 Impact of Corporations in CSR Relative Decision Making

As we all know that a corporation is a company or group of people authorised to act as a single entity.

Corporations are usually divided into two kinds: whether can make a profit or not. Therefore, corporations are distinguished by whether they are allowed to be for profit or not are referred to as "for profit" and "not-for-profit" corporations, respectively.

In American English and Chinese, the word of "corporation" refers to a large business organisation or simply as a company. (Collins English Dictionary, 2017)

Regardless of whether corporations are profitable, created jobs for the community participated in the construction of social welfare; large multinational corporations have promoted the exchange and development of world culture. They are one of the reasons why we have today's brilliant diversity cultural of civilisation.

Corporate social responsibility (CSR) is a form of corporate self-regulation integrated into a business model. CSR refers to "the ethical principle that an organisation should be responsible for how its behaviour might affect society and the environment". (Jobber, 2012) It can help corporations increase long-term reputation and gaining stakeholders trust through positive and high ethical standards public relations activities. However, if reputation is a company asset, then any decision which affects the external perception of the company must be carefully

examined. (Bernstein, 1992)

In the past decade, as the world becomes increasingly connected, CSR has evolved as a fundamental strategy for corporations. With corporations using their influence to advocate for global issues such as environment, education, poverty, LGBT equality and human rights. However, the more they involve in CSR, the more they have the risk messing up their public relations. Such a case like Lancôme HK, their PR practitioners may well-intentioned, but the results cause them big PR crisis, as we can see that the road to hell is paved with good intentions. How to lower the risk would be the critical issue which stands in front of PR practitioners.

Therefore, the PR Ethical Compass can help them measure their decision making and even predict the decisions. It can motivate corporation to be more actively looking into CSR and reduce the cautious concerns of the decision making, enables corporations to join and expand a wider range of CSR in the future.

7.4 Impact and Relevant Beneficiaries

China has passed Japan as Second-Largest Economy since 2010 (BARBOZA, 2010) and experts forecast that China will pass the United States as the world's biggest economy as early as 2030.

With the increased trading with each other, this research can benefit those multinational corporations to help them understand cultural differences towards their public opinion for providing advice and reference for public relations activities in between China and other countries. For instance, such as the case of Lotte, Lancôme, Google and Yahoo China, these cases have shown a large difference in public opinion between Chinese and the American-Irish.

Meanwhile, there are a lot of political stances and contradictory regions and people, such as Israel and the Arabs, Kurds and Turks, Shiites and Sunnis and multinational corporations across in these regions they could face the same crisis as Lotte and Lancôme had faced.

Conducting this real-world problem should always be a path to professional development. Conducting this research into real-world problem allows me to refine and improve the PR decision making of multinational corporates and give the framework to make multinational corporations 'public relations decision more ethical, effective and secured. Meanwhile, making

a decision prediction that can influence the PR practitioner of that multinational enterprise within a setting provides a truly effective tool to help corporations avoid a PR crisis and improve Crisis management for those multinational corporations which have business in China. Multinational corporations and their consumers, as well as PR professionals, can benefit from it.

Chapter 8 Discussions

8.1 The advantages and disadvantages of my research

Marketing efforts are easier to measure than PR efforts because of the PR efforts such as awareness, advocacy and reputation are mostly intangible and deliver results in a long -term period. From now on, only digital impact can be measured before and after the PR activities. (Trendkite, 2017) However, for the rest of PR efforts, PR practitioners used to measure them by Advertising Value Equivalencies, circulation numbers and activity. As we all know that most tools are difficult to use and fail to measure PR without mixing with marketing effort. That is the reason we created Barcelona Principles in 2010. However, the Barcelona Principles are more than a guideline for PR measurement; it didn't provide any practical and feasible tools.

One of the marketing theories Geoffrey Moore once said: “You can’t manage what you can’t measure.” (Ryan, 2014)

Consider the critical importance of PR in overall marketing strategy for most corporations. We need hard evidence to justify PR effectivities to prove that PR can be measured and clearly illustrate its efforts.

After my research, I firmly believe that the PR Ethical Compass is perceived positively in the practices and it actually delivers usable analytics to measure the PR decision results. However, I believe that there are still a few disadvantages in my research.

First of all, after I used qualitative research identified ten cases, I realise that nine of ten were relative to PR Crisis decision making. The problem is the people I interviewed may be more interesting in crisis cases, however, PR crisis only a sub-specialty of the public relations profession, even though the Starbucks case proved valid of PR Ethical Compass, from the perspective of probability, I can not 100% excluded this is not a special case.

Second, most of the sales data come from secondary sources, such as a financial report, press

release and commentary article. These data are complex and sometimes it needs to be recalculated to speculate real number. It could lead to data inaccuracy. Especially, when SeaWorld; Starbucks; the Boy Scouts of America and Yahoo those cases lack sales data, I have to use revenue figure instead. Considering operation cost or other gainings may affect results. However, there are some unstructured data; they look like impurity coal mines that cannot be used directly. Whether using income or revenue on the Y axis, data need to be purified, structured to become a valuable data. For instance, income may need minus the crisis cost or revenue should minus operation cost. In short, the final data require the financial department to work with PR practitioner to actuate the exact number which should be on the Y axis.

As previously discussed, before and after PR practitioner make decisions, they may refer to ethical models, ethic codes, local laws, etc. Compared with these elements, PR Ethical Compass is more realistic and more consistent with the corporate pursuit of the bottom line and ethical for their vision.

8.2 About Lancôme's case

About Lancôme's case, the PR Ethical Compass support they cancel that concert. People might be offensive or controversial because they might consider this decision as discriminatory, violent, immoral, unethical, antagonistic or political environmentally harmful.

Irrespective of whether there is a political bias against the Chinese government in this kind of situation, if this issue is heightened, it might create a 'no go' list among companies those who have business in mainland China. It could limit the pursuit of justice and democracy. It will lead to making the PR Ethical Compass bear unethical guidelines for bad reviews.

For this question, I would like to say that the PR Ethical Compass did support the decision to cancel the concert, but it did not object to Google 2010's decision to withdraw from China. (Figure 24, EthCom Bearing: 33.33, EthCom Rating: Fourth Quadrant)

At the same time in the simulation of the 2015 evaluation, the PR Ethical Compass fully supported Google should quit China (Figure 25, EthCom Bearing: 57.48, EthCom Rating: First Quadrant)

In the case of Yahoo, it also concluded that the Yahoo's decision is unethical (Figure 27, EthCom Bearing: 67.88, EthCom Rating: Second Quadrant), we can see that the PR Ethical Compass is very neutral and objective at some rational level.

Besides, Morley also believed as PR professionals should not sponsor religious groups or political organisations, issues or activities, except those issues or organisations that are indisputably humanitarian or directly related to your business activities. (Morley, 2002)

As we can see that China has become and will continue to be one of the most important business partners for many countries in the world. I hope that this study can help these multinational companies make a rational and ethical PR decisions when they involve similar situation in China.

Chapter 9 Conclusions

Corporations have such a profound impact on the society as a whole and not only their customers but also a wider public, from internal stakeholders to external stakeholders those people who may be potentially affected by the PR decisions.

Business is a human activity and, like most human activities, it has been and is likely to continue to be evaluated from a moral point of view. (Robin, 1987)

An ethical PR decision enhances the corporation's reputation; such a reputation reinforces corporation's business in return. On the other hand, any unethical PR decision will damage or even destroy corporations' intangible assets such as reputation, brand, staff morale then destroy corporations' bottom line.

With the trends of more public relations practitioners involved in the management of ethical decision making within a corporation, it will be of great importance for them to consider, how to measure and reflect upon their decisions. Evidently, the primary purpose of PR practitioners is not only the information gatekeeping but also a bottom line gatekeeping.

However, making consistent ethical decisions in a diverse world where cultures and even moral stands are different is quite difficult. The PR Ethical Compass provide a capability to find a universal agreement on what ethical decision is in corporation PR area.

I find the use of the PR Ethical Compass is positive from the testing. It can benefit from Individual level, Program level, Functional level, Organisational level and Societal level respectively in Public relations.

It can help PR practitioners avoid decision-making dilemma; can be applied to cross-sectional

and longitudinal analyses; can be used to predict and balance the interests of the corporations and their stakeholders; provide data visualization, easy to read and calculate; can evaluate the PR decision both in short term and long term and reduces internal arguments to make work more efficient.

It creates measurable results and helps in achieving measurable PR objectives. It can contribute to developing a better management of public relations crisis.

In any corporate environment, it's important to maintain a high level of conduct and ethical behaviour to ensure the success of a company. I believe by using PR Ethical Compass, more and more corporations can profit and evaluate their public relations decision-making more effective and pragmatic.

PR practitioners can use PR Ethical Compass work on keeping a strong and positive presence within their corporation to limit unethical from happening meanwhile fully controlling and reducing the risk of their decisions. It is a reconciliation tool for balancing the profit demanding of Corporations and the ethical demanding from publics. With the world going into the big data era, public opinion and sales data can be dynamically measured anytime, anywhere, which also provides real-time dynamic data that can be updated at any time for PR Ethical Compass which improves accuracy and provides the potential for both measurement and forecasting.

Certainly, ethics is no guarantee of success but without ethical decision making, the corporations cannot survive. This tool will be interesting and valuable to the CEO and PR practitioners.

Chapter 10 Recommendations

In the past decades, two-way symmetrical communication was being questioned may neither be desired nor possible to achieve in the context of dialogic public relations, decision making, and evaluation. (Place, 2015) I have to disagree with these arguments at least on the corporation's field. Grunig's theory has his forward-thinking that makes the actual situation cannot match his theory and cause a lot of controversies.

Firstly, in 1960's, there was no Internet boom, the power between publics and profit-oriented corporations was extremely unbalanced, which led to the organization's lack of motivations of practice the two-way symmetrical communication. They cannot take the initiative to carry out

two-way symmetrical communication with the publics.

With the empowerment of consumers such as the modern concept of the ‘customer is the God’; the development of stakeholder theory and the development of the Internet, they all lead to the fact that any issue that can be formed by the activity group can create pressure to the corporations. This kind of environment makes corporations more willing to carry out two-way symmetrical communication.

Secondly, to be symmetrical means that PR practitioners serve the interests of both sides of relationships while still advocating the interests of the organisations that employ them. (Grunig, et al., 2002)

In my opinion, the relationship between a corporation and its stakeholders is more likely a non-cooperative game in game theory. According to game theory, to achieve a win-win result, the prerequisite is "mutual trust and information to communicate."

Therefore, the perfect symmetry refers to the balance of interests on both sides after the two-way communication, the perfect symmetry represents the best Nash equilibrium. It means after communication the public and corporation both can achieve the best utility at exactly a specified time.

It is a good example that American Boy Scouts gradually change their policies in the past decade: In 2012, the BSA reaffirms its ban against gay adults in their policy; in 2013, they ended the organization’s ban on gay youth; in 2014, they ended the ban on gay youth; in 2015, they ended the organization’s ban on gay adults. (Scouts for Equality, 2017) The BSA is gradually compromising with the righteousness demanding from publics and trying to balance the differences between church organisations and the public on how to treat LGBT.

Thirdly, Kevin Moloney believes public relations is not the search for communicative symmetries, but instead the search for communicative advantages that strengthens in the interests of those it services. He argued that PR is weak propaganda and PR as a technical component of the promotional culture that has either a neutral or a beneficial co-existence effect on the democracy in which that component works. (Moloney, 2006)

What I believe between Grunig and Moloney’s point of view is: public relations is like atoms. It shows time and the effects of the environment, it is like an abstract record of changes. As we all know that movement is the fundamental and existence of all the atoms.

What I believe is Grunig's Excellence Theory emphasises communication exchange, it is like from outside to observe the atoms and find the four models of communication is the basic model that maintains the relationship with others. Also, the two-way symmetric communication is the most ethical and stable model.

However, from the inside of this atoms, we can use different tactics such as agenda setting, frame, CSR and so on, to control the movement of atoms, to ensure the atoms move on the way it should be.

Therefore, the Grunig's excellence theory is about how to maintain the Equilibrant of PR between the PR practitioners and their public, and Kevin Moloney's argument is how to control this Equilibrant from PR practitioners' side, they are essentially the same. Their ultimate demands are to achieve a relatively dynamic equilibrium on a time node, not an absolute balance but a relative balance.

Therefore, listening to the public and knowing the public attitude are the premises of both two-way symmetrical communication and weak propaganda. For the best communication result, we need PR Ethical Compass to help us find the best Nash Equilibrium before the PR decision making.

In addition, with the advent of the era of big data, the public opinion monitor will be extended from the political field to the commercial field. With the control and escalation of big data in corporations, the cost of monitoring will gradually decrease, which gives a good sign for developing PR measurement. If PR measurements are becoming more cheaper and feasible, the more corporations will adopt PR measurement in their PR activities.

The application area of my PR Ethical Compass can be generalised, and it can be developing as a PR metric in the future.

Bibliography

Aronoff, C. E. & Baskin, O. W., 1983. Public relations: the profession and the practice. St. Paul : West Pub. Co.

Auletta, K., 2011. Why Is Eric Schmidt Stepping Down at Google?. The New Yorker, 21 1.

Barboza, D., 2010. China Passes Japan as Second-Largest Economy. The New York times, 15 8.

Barnett, M. L. & Pollock, T. G., 2012. The Oxford Handbook of CORPORATE REPUTATION. OXFORD: OXFORD UNIVERSITY PRESS.

Barney, R. D., 2003. Media ethics: Cases & moral reasoning, New York: Longman. Cooper, T., & Kelleher, T.

Barton, L., 1993. (Crisis in organisations: Managing and communicating in the heat of chaos. Cincinnati: South-Western Publishing Co..

Bearden, W. O., Netemeyer, R. G. & Teel, J. E., 1989. Measurement of Consumer Susceptibility to Interpersonal Influence.. s.l.:Journal of Consumer Research.

Beauchamp, T., 2008. The Principle of Beneficence in Applied Ethics. Stanford University: Metaphysics Research Lab, Stanford University.

Benoit, W., 1995. Accounts, Excuses, and Apologies: A Theory of Image Restoration.

Benoit, W. L., 1997. Image repair discourse and crisis communication. s.l.:Public Relations Review.

Bernstein, D., 1992. COMPANY IMAGE AND REALITY. LONDON: Holt, Rinehart and Winston Ltd.

Bommer, M., Gratto, C., Gravander, J. & Tuttle, M., 1987. A behaviour model of ethical and unethical decision making. Journal of Business Ethics, Volume 6, pp. 265-87.

Bowen, S., 2004. Expansion of Ethics as the Tenth Generic Principle of Public Relations Excellence: A Kantian Theory and Model for Managing Ethical Issues. Journal of Public Relations Research, Volume 16, pp. 65-92.

Bowen, S. A., 2013. Using classic social media cases to distill ethical guidelines for digital

engagement. *Journal of Mass Media Ethics*, Volume 28, p. 119–133.

Bowie, N., 1982. *Business Ethics*. Englewood: Prentice-Hall.

Brink, D., 2006. *The Stanford Encyclopedia of Philosophy*. Stanford: s.n.

Brown, D. E., 1991. *Human Universals*. s.l.:McGraw-Hill.

BSA. (2012,2013,2014,2015). 2015 Annual Report. Retrieved from <http://www.scoutingnewsroom.org/>:

http://www.scouting.org/filestore/annualreport/2014/2014_Annual_Report.pdf

BSA. (2013,2014,2015). Financial Statements. BSA. Retrieved from <http://lhc-bsa.org/Scouting/About/AnnualReports/FinancialStatements>

Carrol, A. B., 1991. The pyramid of corporate social responsibility: toward the moral management of organisational stakeholders. *Business Horizon*, pp. 39-48.

Chacar, A., 2017. Lotte Group's Dilemma: To Swap its Land with the South Korean Military or Not? Beta Version. www.linkedin.com, 7 3.

CollinsEnglishDictionary, 2017. corporation. Complete & Unabridged 11th Edition ed. s.l.:s.n.

Converse, P., 1994. *The nature of belief systems in the mass publics*. New York: Free Press.

Coombs, W. T. & Holladay, S. J., 2012. *The Handbook of Crisis Communication*. Hong Kong: WILEY-BLACKWELL.

Cottone, R., Tarvydas, V. & House, G., 1994. The effect of number and type of consulted relationships on the ethical decision making of graduate students in counseling. *Counseling and values*, Volume 39, pp. 56-68.

Craig, E. Aronoff, Otis, W. Baskin.,1983. *Public relations : the profession and the practice*. s.l.:St. Paul : West Pub. Co.

Crigler, A. ed., 1996. *Social Cognition. The Psychology of Political Communication*. s.l.: University of Michigan Press

Crimmins, J. E., 1968. *The Collected Works of Jeremy Bentham*. London: Athlone Press.

Cutlip, S. M., 2006. *Effective Public Relations*, s.l.: Pearson Prentice Hall.

Dalton, R., 1988. *Citizens' Politics in Western Democracies: Public Opinion and Political Parties in the United States, Great Britain, West Germany and France*. London: Chatham House.

Donsbach, W., 2008. *The International Encyclopedia of Communication*. s.l.:Wiley-Blackwell.

Doran, G. T., 1981. There's a S.M.A.R.T. way to write management's goals and objectives. *Management Review*, 70(11), pp. 35-36.

Durham, J., 1995. *Public Opinion and the Communication of Consent*, London: The Guilford Press.

Eagly, A. & Chaiken, S., 1993. *The psychology of attitudes*. Orlando: Harcourt and Brace.. s.l.:s.n.

Eisenstein, P. A., 2016. Did the VOLKSWAGEN Scandal Bring Down the Entire Diesel Market in America?. *NBC News*, 29 11.

Farfan, B., 2017. 2010 Largest Retail Chains in Asia. 17 7.

Federico, 2016. How to conduct online surveys in China without Survey Monkey?. [Online] Available at: <http://daxueconsulting.com/online-surveys-in-china> [Accessed 2017 05 06].

Fisher, C. B., 2011. *Ethical decision-making models: a review of the literature*. Washington : SAGE.

Fitzpatric, K., 2006. *Ethics in Public Relations: Responsible Advocacy*. London: SAGE.

Fitzpatrick, K., 2006. From Enforcement to Education: The Development of PRSA's Member Code of Ethics 2000. *Journal of Mass Media Ethics*, Volume 2:111–35, p. 17.

Freeman, C. P., 2009. A greater means to the greater good: Ethical guidelines to meet social movement organisation advocacy challenges. *The Journal of Mass Media Ethics*,, Volume 24, pp. 269-288.

Friedman, M., 1970. The social responsibility of business is to increase profit. *The New York Times*.

Freeman, R. Edward; Moutchnik, Alexander (2013). "Stakeholder management and CSR:

questions and answers.". Springer Berlin Heidelberg, 21 (1): 5–9.

Fredrick S. Siebert, T. P. S., 1963. *Four Theories of the Press: The Authoritarian, Libertarian, Social Responsibility, and Soviet Communist Concepts of What the Press Should Be and Do.* 1st Paperback Edition ed. Chicago: University of Illinois Press.

Friedman, M., 1970. The social responsibility of business is to increase profit. *The New York Times*.

Fombrun, C. J., 1996. *REPUTATION.* Boston: Harvardo Business School Press.

Garfield, J. L. & Edelglass, W., 2011. *The Oxford Handbook of World Philosophy.* Oxford University Press.

Glasser, T. L., 1995. *Public Opinion and the Communication of Consent.* New York: The Guilford Press.

Grunig, J., 1983. Basic research provides knowledge that makes evaluation possible. *Public Relations Quarterly*,, pp. 28-32.

Grunig, J. & Hunt, T., 1984. *Managing Public Relations.* Belmont: Thomson Wadsworth.

Grunig, L. A., Grunig, J. E. & Dozier, D. M., 2002. *Excellent Public Relations and Effective Organisations.* s.l.:s.n.

Gruning, L. A., Toth, E. & Hon, L., 2000. Feminist Values in Public Relations. *Journal of Public Relations Research*, Volume 12, pp. 48-49.

Grunig, J. E., 2000. two-Way symmetrical Public Relations: Past, Present, Future. In: R. L.Heath, ed. *The Handbook of Public Relations.* s.l.:Thousand Oaks.

Grunig, L. A., 1992. *Toward the philosophy of public relations. Rhetorical and critical approaches to public relations..* s.l.:Hillsdale.

Goldstein, N. J., Cialdini, R. B. & Griskevicius, V., 2008. A room with a viewpoint: Using social norms to motivate environmental conservation in hotels.. s.l.:*Journal of Consumer Research.*

Goodman, L. M., 2015. *Why Volkswagen Cheated.* newsweek.com, 15 12.

Google, 2010. FORM 10-K. [Online]

Available at:
<https://www.sec.gov/Archives/edgar/data/1288776/000119312511032930/d10k.htm>
[Accessed 23 2017].

Google, 2015. FORM 10-K, Washington, D.C.: UNITED STATES SECURITIES AND EXCHANGE COMMISSION.

Harlow, R., 1976. Building a public relations definition. *Public Relations Review*. *Public Relations Review*, p. 36.

Harris, B., & Clover, C. (2016, 12 9). China takes aim at South Korea's Lotte after missile move. *THE FINANCIAL TIMES*.

Hearit, K. M., 2006. *Crisis management by apology: Corporate response to allegations of wrongdoing*. New Jersey: Lawrence Erlbaum Associates.

Hundert, E. M., 1989. *Philosophy, Psychiatry and Neuroscience: Three Approaches to the Mind*. Oxford: Clarendon Press.

Hon, L. C. & Grunig, J. E., 1999. *Guidelines for Measuring Relationships in Public Relations*, s.l.: Published by the Institute for Public Relations.

Irvine, R. & Millar, D., 1997. *Multiplying the effects: Factors influencing media coverage of business crisis*, Las Vegas, Nevada.: *Proceedings of the 6th Annual Conference on Crisis Management*.

Jack, M. & Steven, C., 1973. *Interpersonal Approaches to Communications Research in Interpersonal Perception and Communication*. *American Behavioral Scientist*, pp. 483-488.

Jaewon, K., 2017. South Korean retailers challenged at home and abroad. *Nikkei*, 26.

Jefferson, T., 1801. *First Inaugural Address*. [Sound Recording].

James, G. E. & David, D. M., 2002. *Excellent Public Relations and Effective Organisations*. London: Routledge.

Jiang, L. J. H. D. W. D. a. A. C., 2010. *on Attitudes and Purchase Intentions in a Sales Context*. s.l.: *Journal of Consumer Research*.

Johansen, W. & Frandsen, F., 2007. *Krisekommunikation*. Frederiksberg: Samfundslitteratur.

- Jobber, D., 2012. London: McGraw-Hill Education - Europe.
- Moloney, K., 2006. Rethinking Public Relations. New York: Routledge.
- Kolstad, I., 2006. Why Firms should not always Maximize, s.l.: CMI.
- Kuester, S., 2012. Strategic Marketing & Marketing in Specific Industry Contexts. s.l.: University of Mannheim.
- Kumar, M. J., 2007. Managing the president's message: The White House communications operation. Baltimore: Johns Hopkins University Press.
- Kodjak, A. (2016, 2 2). A Peek Inside Turing Pharmaceuticals: 'Another \$7.2 Million. Pow!'. Shots. Retrieved from <http://www.npr.org/sections/health-shots/2016/02/02/465284148/-another-7-2-million-pow-a-peek-inside-turing-pharmaceuticals>
- Leary, Z. O., 2005. RESEARCHING REAL-WORLD PROBLEM, London: s.n.
- Lewis, A., 1991. Make No Law: The Sullivan Case and the First Amendment. New York: Random House.
- Lewis, S., 2003. Reputation and corporate social responsibility. Journal of Communication Management, pp. 356-364.
- Lieber, P. S., 2005. Ethical Considerations of Public Relations Practitioners: An Empirical Analysis of the TARES Test. Journal of Mass Media Ethics , 20(4).
- Little, L. a. B., 2000. Do perceptions of corporate social responsibility contribute to explaining differences in corporate price-earnings ratio? A research note. s.l.:Corporate Reputation review.
- Linder, A. (2017, 3 9). China has now shut down 55 Lotte supermarkets across the country as THAAD backlash intensifies. shanghaiist. Retrieved from http://shanghaiist.com/2017/03/09/lotte_closings.php
- Loreal. (2016). THE FULL VERSION OF THE 2016 ANNUAL REPORT ONLINE. Paris: loreal-finance.com. Retrieved from http://www.loreal-finance.com/_docs/0000000136/LOreal_2016_Annual_Report.pdf

Lotte Shopping. (2017). Income Statement. Seoul: Lotte. Retrieved from http://www.lotteshoppingir.com/eng/financial/financial_03_2014.jsp

Machado, C. M. (2014, 3 12). The Boy Scouts' Image Problem. The New Yorker. Retrieved from <http://www.newyorker.com/business/currency/the-boy-scouts-image-problem>

Machado, C. M., 2014. The Boy Scouts' Image Problem. The New Yorker, 12 3.

Macnamara, J., 2005. PR Metrics: How to Measure Public Relations and Corporate Communication. 5th ed ed. Sydney: Archipelago Press.

Malik, O., 2010. How Much Will It Cost Google to Exit China?. gigaom.com, 12 1.

Manuel Velasquez, C. A. T. S. S. a. M. J. M., 1992. Ethical Relativism-ethical decision making. [Online]

Available at: <https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/ethical-relativism/>

[Accessed 3 05 2017].

May, S., Cheney, G. & Roper, J., n.d. The Debate over Corporate Social Responsibility, s.l.: Oxford University Press.

Miller, P. V., 1995. The Industry of Public Opinion. In: Public Opinion and the Communication of Consent. s.l.: Guilford Press.

Milton, J., 1644. Areopagitica. s.l.: Harlan Davidson, Inc.

Moore, G., 2003. Hives and horseshoes, Mintzberg or MacIntyre: what future for corporate social responsibility?. s.l.: Business Ethics.

Morley, M., 2002. How to Manage Your Global Reputation. New York: PALGRAVE.

Moy, P., 2013. Theories of public opinion, s.l.: University of Nebraska.

Murphy, P., 1987. Using games as a model for crisis communications. Public Relations Review, 13(4), pp. 19-28.

Murphy, P., 1989. Game theory as a paradigm for the public relations process. s.l.: Hillside.

Nash, John F., 1950. Non-Cooperative Games. PhD thesis. Princeton University. Ohiagu, O.

P., 2009. Achiicving peace and reconciliation through integrated marketing communication

strategies. *African Journal of Social Science*, Volume 1, pp. 50-63.

Pant, R., 2015. Visual Marketing: A Picture's Worth 60,000 Words. *business2community*, 16 January.

Parsons, P. J., 2004. *Ethics in Public Relations A Guide to Best Practice* Publisher. London: Kogan Page Limited.

Petroff, A., 2017. United Airlines shows how to make a PR crisis a total disaster. *CNN*, 11 4.

Place, K. R., 2015. More Than Just a Gut Check: Evaluating Ethical Decision Making in. *Journal of Media Ethics*, p. 13.

Plaisance, P. L., 2013. *Media Ethics: Key Principles for Responsible Practice*. London: SAGE.

Price, V., 2008. The Public Opinion in Political Theory. In: M. W. T. Wolfgang Donsbach, ed. *The SAGE Handbook of Public Opinion Research*. London: s.n., p. 20.

PRSA, 2015. Launch of Barcelona Principles 2.0. [Online] Available at: <https://amecorg.com/wp-content/uploads/2015/09/Barcelona-Principles-2.pdf> [Accessed 30 05 2017].

Polak, B., 2007. *Game Theory: Nash equilibrium: bad fashion and bank runs*. s.l.: Yale School of Management.

Price, V. E., 1992. *Public Opinion (Communication Concepts)*. London: SAGE.

Robin, D. a. R. R., 1987. *Social responsibility, ethics, and marketing strategy*.

Robinson, D. & Garratt, C., 1996. *Ethics for Beginners*, London: Icon Books.

Russell, C., 1998. *Coordination Games*. Cambridge: Cambridge University Press.

Ryan, L., 2014. 'If You Can't Measure It, You Can't Manage It': Not True. *Forbes*.

Sartre, J. P., 2008. *Brief Histories of Almost Anything: 50 Savvy Slices of our Global Past*. oxford: s.n.

Sava, Simona; Marian, Amelia, 2004. *DPPC Handbook*. Mirton: s.n.

Schelling, A., 2017. No, SeaWorld Didn't Just Have Their Last Orca Show. www.thedodo.com, 8 1.

Scott, D. (2016, 3 17). Drug sales dropped precipitously after Shkreli's Turing hiked price, senator says. STAT. Retrieved from <https://www.statnews.com/2016/03/17/martin-shkreli-turing-senate-hearing/>

SeaWorld. (2016,2015,2014). Annual Reports. Orlando,: SeaWorld Entertainment. Retrieved from <http://www.seaworldinvestors.com/annual-reports/default.aspx>

Shaw, W. H. & Barry, V., 2007. Moral Issues In Business, BELMONT: WADSWORTH.

Shu, C., 2013. yahoo china shuts down its web portat, s.l.: techcrunch.com.

Sidgwick.H, 1981. The Methods of Ethics. Indianapolis: Hackett.

Solomon, M. R. & Rabolt, N. J., 2009. CONSUMER BEHAVIOR IN FASHION. Columbus: pearson.

Speier, H., 1950. Historical Development of Public Opinion. University of Chicago Press, Volume 4, p. 55.

Sriramesh, K., 2012. Culture and public relations:formulating the relationship and its relevance to the practice in Culture and Public Relations: Links and implications. New York: Routledge.

StarbucksCorporation. (2013, 10 30). Starbucks' CEO Discusses F4Q 2013 Results - Earnings Call Transcript. Seekingalpha.

Starck, K. & Kruckeberg, D., 2004. Ethical obligations of public relations in an era of globalisation. Communication Management, 8(1), pp. 29-40.

Susan, F. T. & Taylor, S. E., 1984. Media discourse as a framing resource. In: A. N.

Teench, R. & Yeomans, L., 2006. Exploring Public Relations. London: PEARSON.

Volkswagen, 2016. Volkswagen AG's sales revenue from FY 2006 to FY 2016. [Online] Available at: <https://www.statista.com/statistics/264349/sales-revenue-of-volkswagen-ag-since-2006/>

Tench, R. & Liz , Y., 2014. Exploring Public Relations. Third edition ed. Edinburgh: PEARSON.

The Pew Charitable Trusts, 2017. Gay Marriage Around the World, Washington, DC: Pew Research Center.

Timmerman, L. (2015, 9 23). A Timeline of the Turing Pharma Controversy. Forbes. Retrieved from <https://www.forbes.com/sites/luketimmerman/2015/09/23/a-timeline-of-the-turing-pharma-controversy/#a55708f771da>

Tirrell, M. (2015, 9 24). Turing Isn't the Only Drug Company Hiking Prices by Leaps and Bounds. NBC News. Retrieved from <http://www.nbcnews.com/business/business-news/turing-isnt-only-drug-company-hiking-prices-leaps-bounds-n433176>

The Pew Charitable Trusts, 2017. Gay Marriage Around the World, Washington, DC: Pew Research Center.

Tkalac, A. & Pavicic, J., 2009. NONGOVERNMENTAL ORGANISATIONS AND INTERNATIONAL PUBLIC RELATIONS. In: The Global Public Relations Handbook. s.l.:s.n., p. 851.

Trendkite, 2017. PR PROFESSIONAL'S GUIDE TO MEASURING ROI. London: trendkite.com.

Trevathan, D. (2016). MARTIN SHKRELI ISN'T THE ONLY ONE: PHARMACEUTICAL EXPLOITATION IN AMERICA. Livingout-social. Retrieved from MARTIN SHKRELI ISN'T THE ONLY ONE: PHARMACEUTICAL EXPLOITATION IN AMERICA

UAL, 2016. United Airlines Reports Second-Quarter 2016 Performance, CHICAGO: UAL.

UAL, 2017. United earnings: \$2.75 a share vs expected EPS of \$2.67, s.l.: CNBC.

Voltmer, K. & Rommele, A., 2002. London, Public Information Campaigns and Opinion Research. London: Andrea Römmele.

Volkswagen, 2016. Volkswagen AG's sales revenue from FY 2006 to FY 2016 (in million euros), s.l.: Volkswagen .

Waluchow, W., 2003. The Dimensions of ethics: An introduction to ethical theory. Peterborough: Broadview Press.

Wikipedia, 2016. LGBT rights by country or territory. [Online] Available at: https://en.wikipedia.org/wiki/LGBT_rights_by_country_or_territory [Accessed 31 05 2017].

Wood, S. P., 2015. Emissions Scandal Took the Air Out of Volkswagen Sales in November.

adweek.com, 2 12.

Wood, S. P., 2015. The Top 15 PR Fails of 2015. adweek.com, 29 12.

Yangpeng, Z., 2017. South China Morning Post. [Online]
Available at: <http://www.scmp.com/tech/china-tech/article/2064396/chinas-internet-users-grew-2016-size-ukraines-population-731-million>
[Accessed 20 3 2017].

Zerfass, A. D., Verčič, V. P., Moreno, A. & Tench, R., 2012. European Communication Monitor 2012 Challenges and Competencies for Strategic Communication. Results of an Empirical Survey in 42 Countries, Brussels: EACD EUPRERA.

Zerfass, A. M. A. T. R. V. D. & V. P., 2008. EUROPEAN COMMUNICATION MONITOR, Brussels: EUPRERA European Public Relations.

List of Abbreviation

| | |
|--|-------------|
| Acquired immune deficiency syndrome | AIDS |
| Corporate social responsibility | CSR |
| Boy Scouts of America | BSA |
| The human immunodeficiency virus | HIV |
| Hong Kong | HK |
| The Church of Jesus Christ of Latter | LDS |
| Lesbian, gay, bisexual, and transgender | LGBT |
| Non-governmental organisation | NGO |
| Public Relations | PR |
| The Public Relations Society of America | PRSA |
| United Airlines | UAL |
| United States of America | USA |

Appendix I-List of Figures

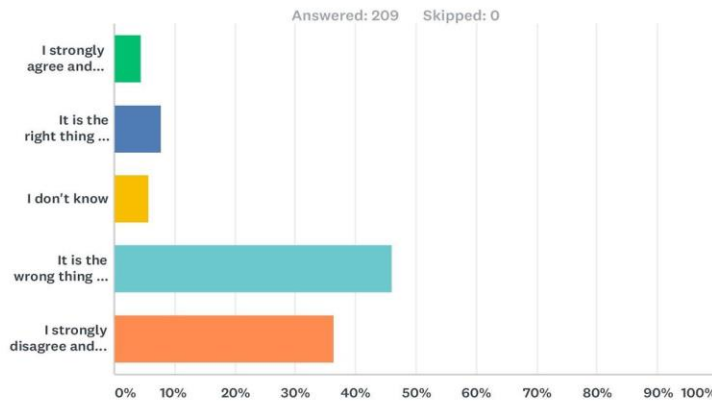
| | |
|--|----|
| Figure 1 PR Crisis in Game Theory | 10 |
| Figure 2 Four Quadrants | 14 |
| Figure 3 Sample Size | 28 |
| Figure 4 Desired Confidence Level..... | 28 |
| Figure 5 United Airlines..... | 33 |
| Figure 6 Lotte-American and Irish..... | 35 |
| Figure 7 Lotte-Chinese | 36 |
| Figure 8 Lotte-Globe | 37 |
| Figure 9 female Lotte-2Q 2017 | 38 |
| Figure 10 male Lotte-2Q 2017 | 39 |
| Figure 11 SeaWorld 2014..... | 41 |
| Figure 12 SeaWorld2015..... | 42 |
| Figure 13 Lancôme holding concert-USA and Irish..... | 44 |
| Figure 14 Lancôme holding concert-Chinese..... | 45 |
| Figure 15 Lancôme holding concert-three countries..... | 46 |
| Figure 16 VOLKSWAGEN-USA and Ireland | 48 |
| Figure 17 VOLKSWAGEN-China | 49 |
| Figure 18 Turing-three countries | 51 |
| Figure 19 Starbucks- Fourth quarter..... | 53 |
| Figure 20 BSA-2013 | 54 |
| Figure 21 BSA-2014 | 55 |
| Figure 22 BSA-2015 | 56 |
| Figure 23 BSA-1% increase LGBT supporter than 2014 | 57 |
| Figure 24 Google-2010..... | 58 |
| Figure 25 Google-2015..... | 60 |
| Figure 26 Google 2015-China..... | 61 |
| Figure 27 Yahoo 2006-USA and Ireland | 62 |

Appendix II - Research Data

Corporate Ethics Decision Evaluation-Public Opinion Research

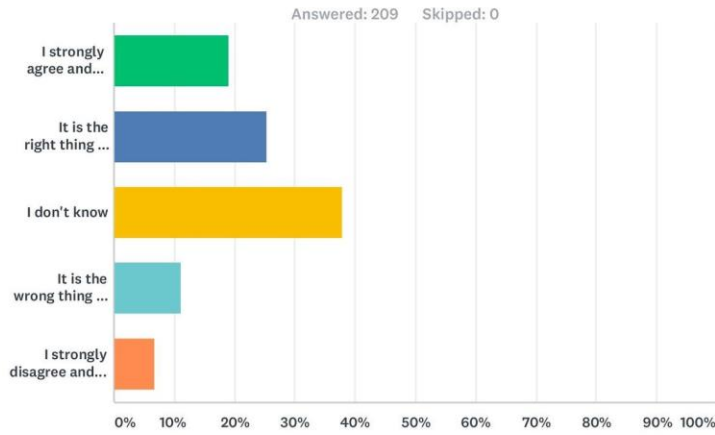
SurveyMonkey

Q1 April 2017, According to their own policy, United Airlines select random passengers already on the plane for removal to give the seats to their own staff. A man who refused to give up his seat was forcibly dragged from the plane. Please give your opinion.



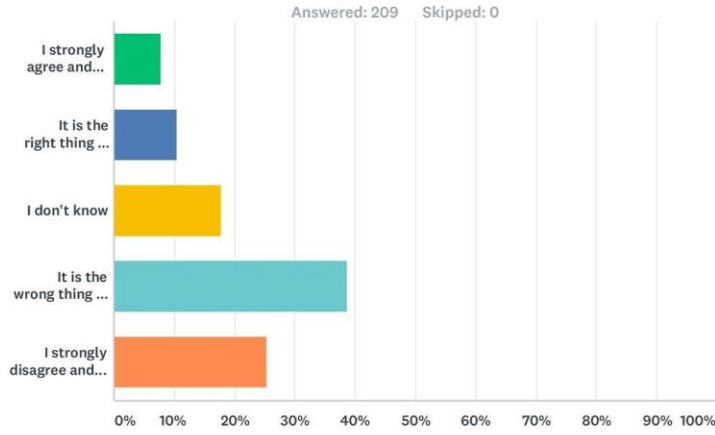
| Answer Choices | Responses |
|---|------------|
| I strongly agree and actively support their decision through action(e.g., try to persuade others) | 4.31% 9 |
| It is the right thing to do but I will not actively support this decision | 7.66% 16 |
| I don't know | 5.74% 12 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 45.93% 96 |
| I strongly disagree and I will protest against this decision through action | 36.36% 76 |
| Total | 209 |

Q2 In March 2017, South Korean multinational conglomerate-Lotte decided to donate land to the South Korean army to construct U.S. THAAD anti-missile defense system. Please give your opinion.



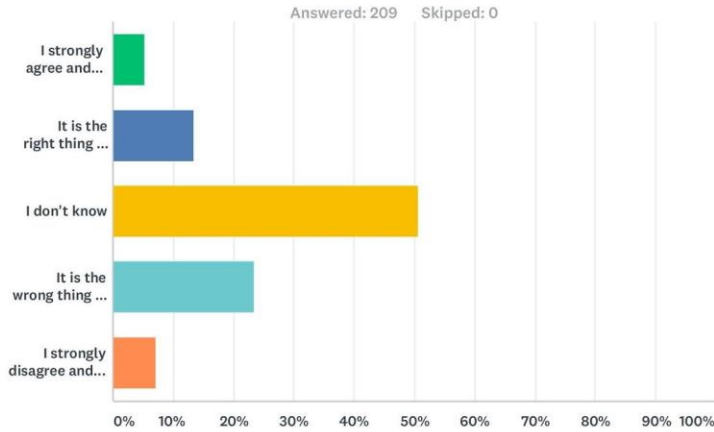
| Answer Choices | Responses |
|---|------------|
| I strongly agree and actively support their decision through action(e.g., try to persuade others) | 19.14% 40 |
| It is the right thing to do but I will not actively support this decision | 25.36% 53 |
| I don't know | 37.80% 79 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 11.00% 23 |
| I strongly disagree and I will protest against this decision through action | 6.70% 14 |
| Total | 209 |

Q3 Before 2017, SeaWorld Entertainment Inc used captive killer whale performances on their show to make money. Please give your opinion.



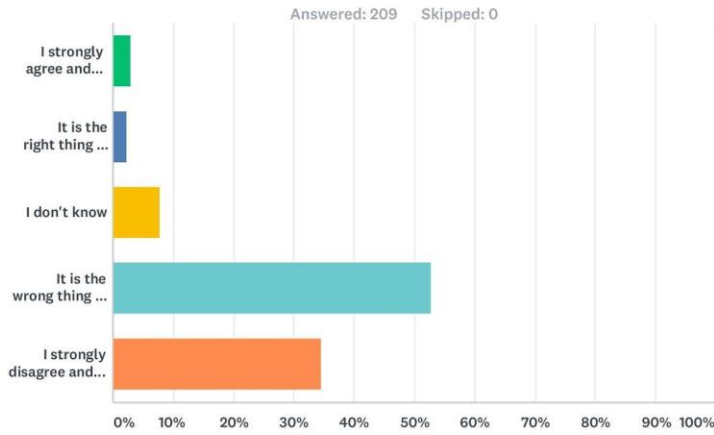
| Answer Choices | Responses |
|---|------------|
| I strongly agree and actively support their decision through action(e.g., try to persuade others) | 7.66% 16 |
| It is the right thing to do but I will not actively support this decision | 10.53% 22 |
| I don't know | 17.70% 37 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 38.76% 81 |
| I strongly disagree and I will protest against this decision through action | 25.36% 53 |
| Total | 209 |

Q4 In June 2016, after the people in mainland China pressured cosmetic company Lancome to cancel a concert in Hong Kong because one of the singers was suspected to be an icon of the HangKong separatist movement. Lancome HK decided to cancel the concert. Please give your opinion.



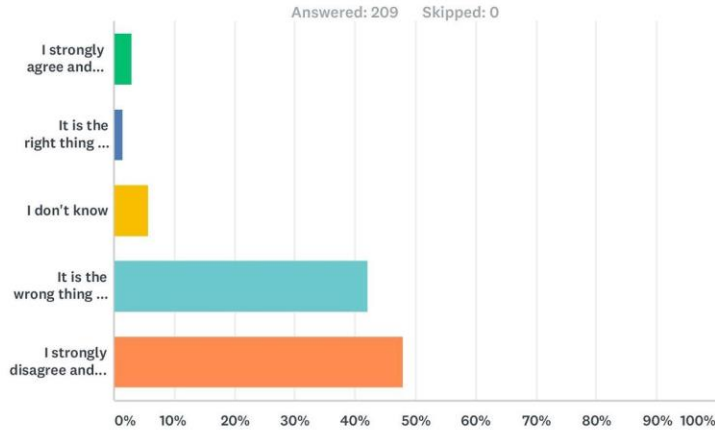
| Answer Choices | Responses | |
|--|-----------|------------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 5.26% | 11 |
| It is the right thing to do but I will not actively support this decision | 13.40% | 28 |
| I don't know | 50.72% | 106 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 23.44% | 49 |
| I strongly disagree and I will protest against this decision through action | 7.18% | 15 |
| Total | | 209 |

Q5 Before September 2016, Volkswagen decided to use “Defeat device” software to cheat on their pollution emissions tests to mask a number of pollutants put back into the environment by its diesel vehicles. Please give your opinion.



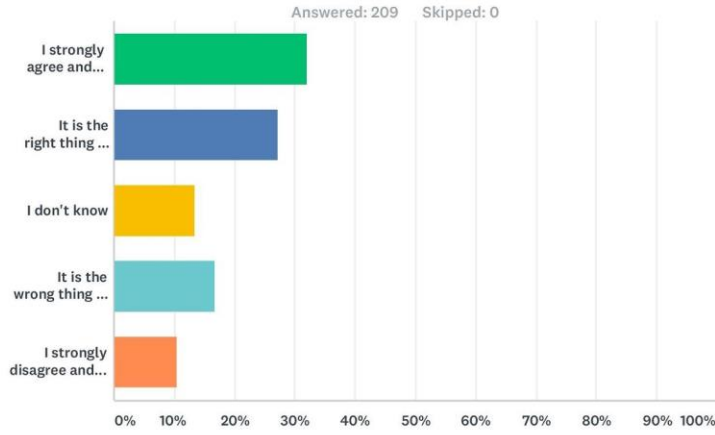
| Answer Choices | Responses | |
|--|-----------|------------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 2.87% | 6 |
| It is the right thing to do but I will not actively support this decision | 2.39% | 5 |
| I don't know | 7.66% | 16 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 52.63% | 110 |
| I strongly disagree and I will protest against this decision through action | 34.45% | 72 |
| Total | | 209 |

Q6 In mid-August 2015, Turing Pharmaceuticals purchased the rights of HIV medicine, "Daraprim" and decided to raise the price from \$13.50 a tablet to \$750. Please give your opinion.



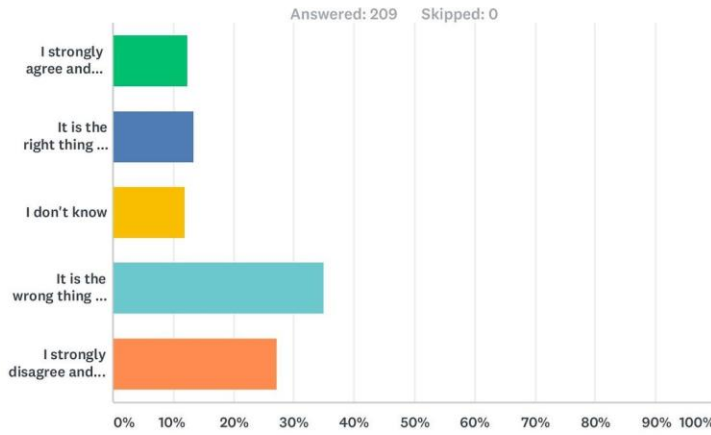
| Answer Choices | Responses |
|--|------------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 2.87% 6 |
| It is the right thing to do but I will not actively support this decision | 1.44% 3 |
| I don't know | 5.74% 12 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 42.11% 88 |
| I strongly disagree and I will protest against this decision through action | 47.85% 100 |
| Total | 209 |

Q7 In September 2013, Starbucks Corp asked gun owners to stop bringing their weapons into its cafés. Please give your opinion.



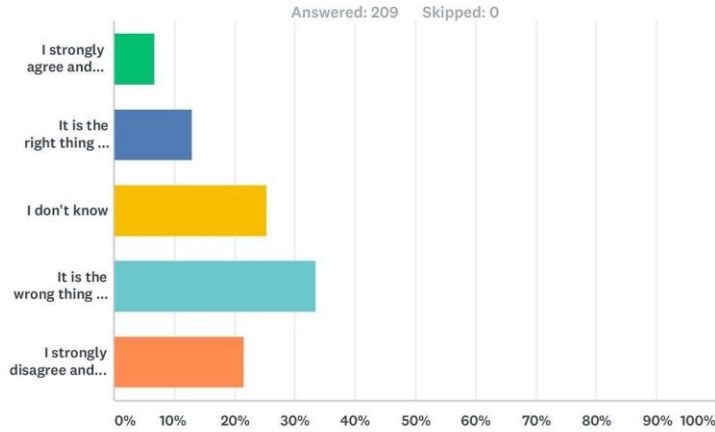
| Answer Choices | Responses |
|--|------------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 32.06% 67 |
| It is the right thing to do but I will not actively support this decision | 27.27% 57 |
| I don't know | 13.40% 28 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 16.75% 35 |
| I strongly disagree and I will protest against this decision through action | 10.53% 22 |
| Total | 209 |

Q8 In June 2012, the Boy Scouts of America publicly reaffirmed their anti-gay policy. They asked LGBT staff to keep their sexual orientation secret if they want to remain in Scouting. Please give your opinion.



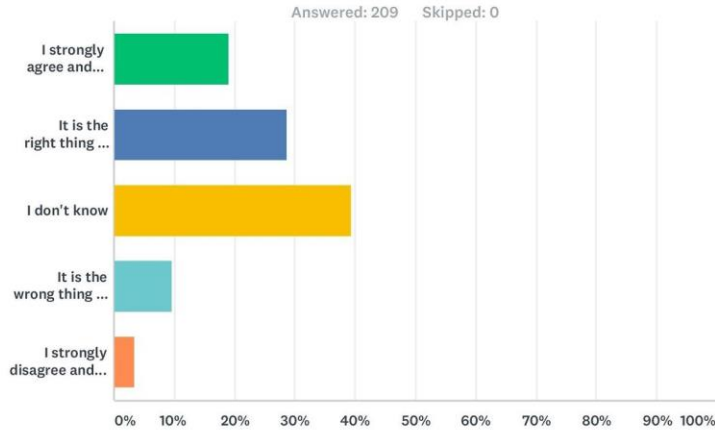
| Answer Choices | Responses |
|--|-----------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 12.44% 26 |
| It is the right thing to do but I will not actively support this decision | 13.40% 28 |
| I don't know | 11.96% 25 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 34.93% 73 |
| I strongly disagree and I will protest against this decision through action | 27.27% 57 |
| Total | 209 |

Q9 In June 2010, cosmetic company Lush donated more than £500,000 to a hunting club to promote fox hunting in England. Please give your opinion.



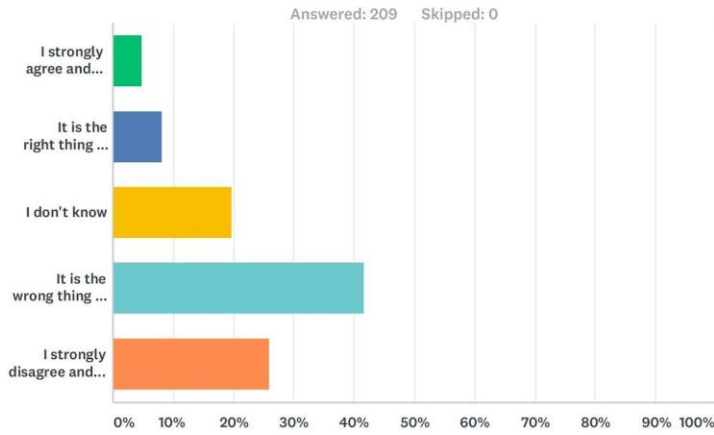
| Answer Choices | Responses |
|--|------------|
| I strongly agree and actively support their decision through action(e.g.,try to persuade others) | 6.70% 14 |
| It is the right thing to do but I will not actively support this decision | 12.92% 27 |
| I don't know | 25.36% 53 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 33.49% 70 |
| I strongly disagree and I will protest against this decision through action | 21.53% 45 |
| Total | 209 |

Q10 In January 2010, Google stopped censoring its search results in China and pulled out its entire business from mainland China. Please give your opinion.



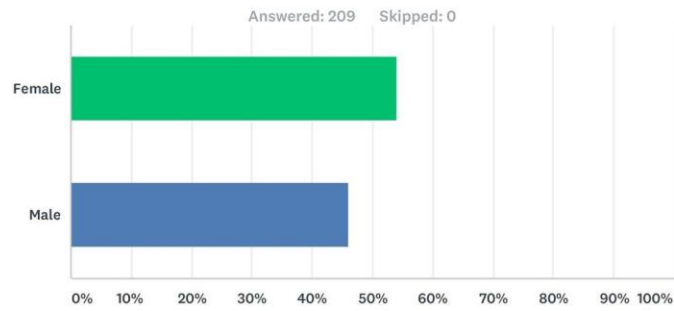
| Answer Choices | Responses | |
|---|-----------|------------|
| I strongly agree and actively support their decision through action(e.g., try to persuade others) | 19.14% | 40 |
| It is the right thing to do but I will not actively support this decision | 28.71% | 60 |
| I don't know | 39.23% | 82 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 9.57% | 20 |
| I strongly disagree and I will protest against this decision through action | 3.35% | 7 |
| Total | | 209 |

Q11 In 2004, Yahoo China decided to leak it's user's IP address information to the Chinese police force. It resulted in a Chinese journalist being sentenced to 10 years in jail for the crime of “revealing state secrets.”



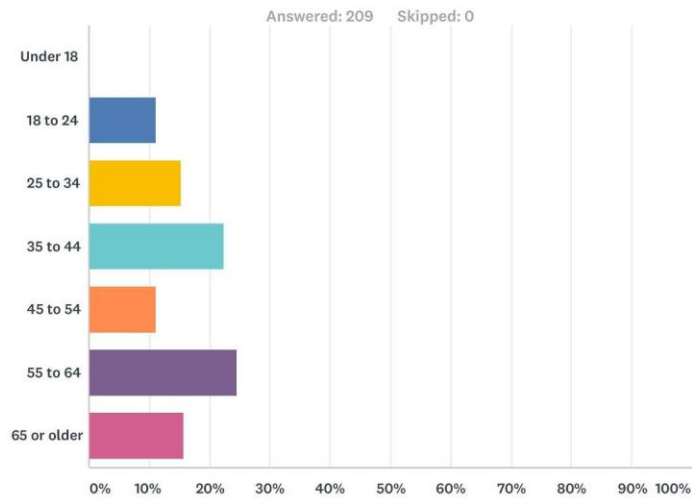
| Answer Choices | Responses |
|---|------------|
| I strongly agree and actively support their decision through action(e.g., try to persuade others) | 4.78% 10 |
| It is the right thing to do but I will not actively support this decision | 8.13% 17 |
| I don't know | 19.62% 41 |
| It is the wrong thing to do but I will not actively show my disagreement through action | 41.63% 87 |
| I strongly disagree and I will protest against this decision through action | 25.84% 54 |
| Total | 209 |

Q12 What is your gender?



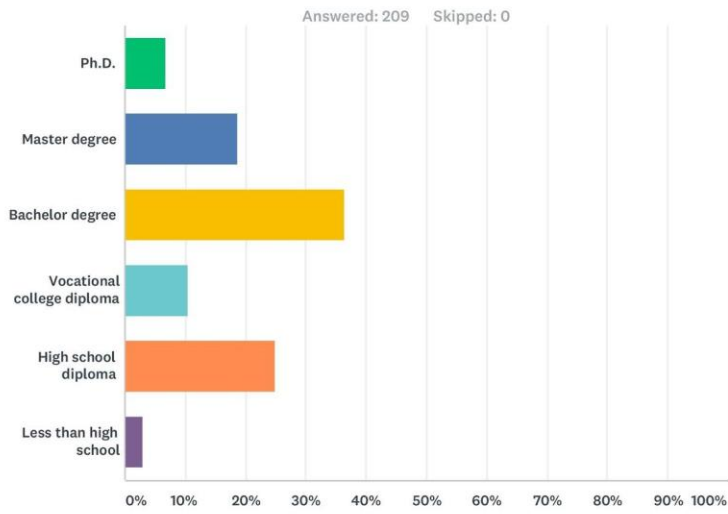
| Answer Choices | Responses |
|----------------|------------|
| Female | 54.07% 113 |
| Male | 45.93% 96 |
| Total | 209 |

Q13 What is your age?



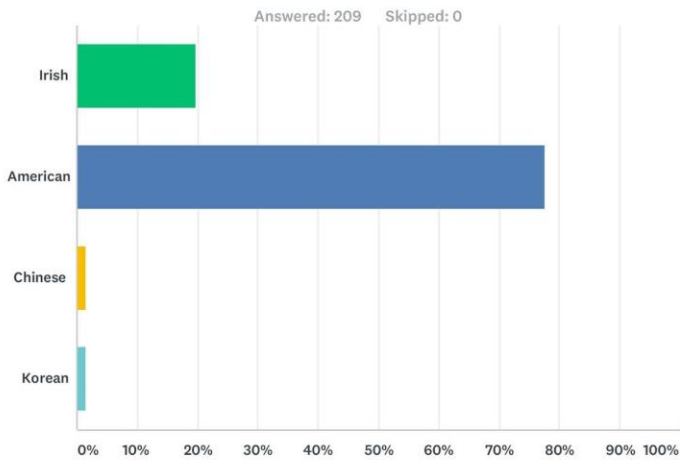
| Answer Choices | Responses |
|----------------|------------|
| Under 18 | 0.00% 0 |
| 18 to 24 | 11.00% 23 |
| 25 to 34 | 15.31% 32 |
| 35 to 44 | 22.49% 47 |
| 45 to 54 | 11.00% 23 |
| 55 to 64 | 24.40% 51 |
| 65 or older | 15.79% 33 |
| Total | 209 |

Q14 What is the highest level of education you have completed?



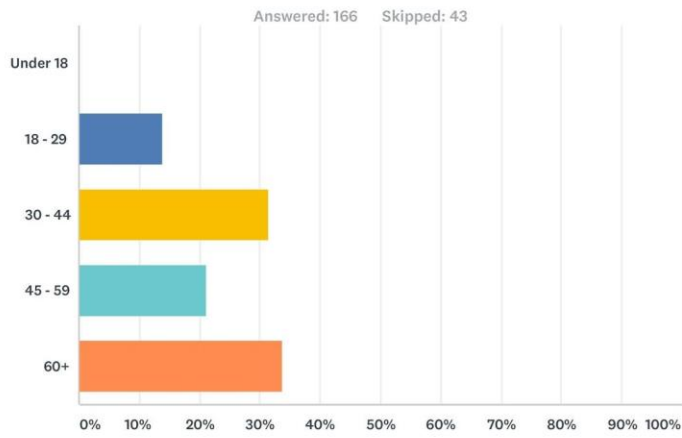
| Answer Choices | Responses | |
|----------------------------|-----------|------------|
| Ph.D. | 6.70% | 14 |
| Master degree | 18.66% | 39 |
| Bachelor degree | 36.36% | 76 |
| Vocational college diploma | 10.53% | 22 |
| High school diploma | 24.88% | 52 |
| Less than high school | 2.87% | 6 |
| Total | | 209 |

Q15 What is your nationality ?



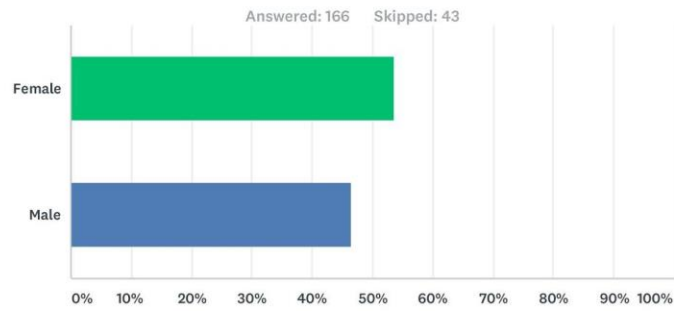
| Answer Choices | Responses |
|----------------|------------|
| Irish | 19.62% 41 |
| American | 77.51% 162 |
| Chinese | 1.44% 3 |
| Korean | 1.44% 3 |
| Total | 209 |

Q16 What is your age?



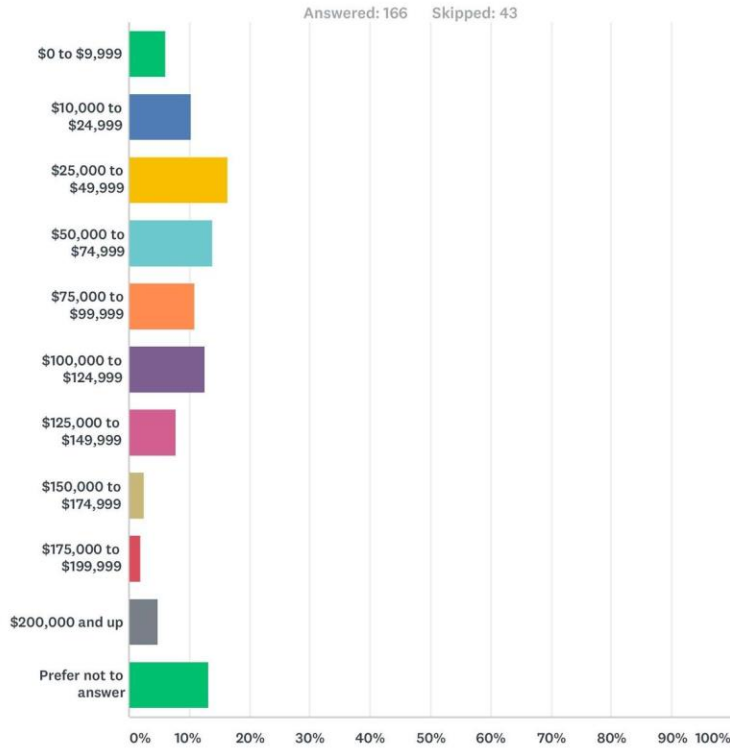
| Answer Choices | Responses | |
|----------------|-----------|------------|
| Under 18 | 0.00% | 0 |
| 18 - 29 | 13.86% | 23 |
| 30 - 44 | 31.33% | 52 |
| 45 - 59 | 21.08% | 35 |
| 60+ | 33.73% | 56 |
| Total | | 166 |

Q17 What is your gender?



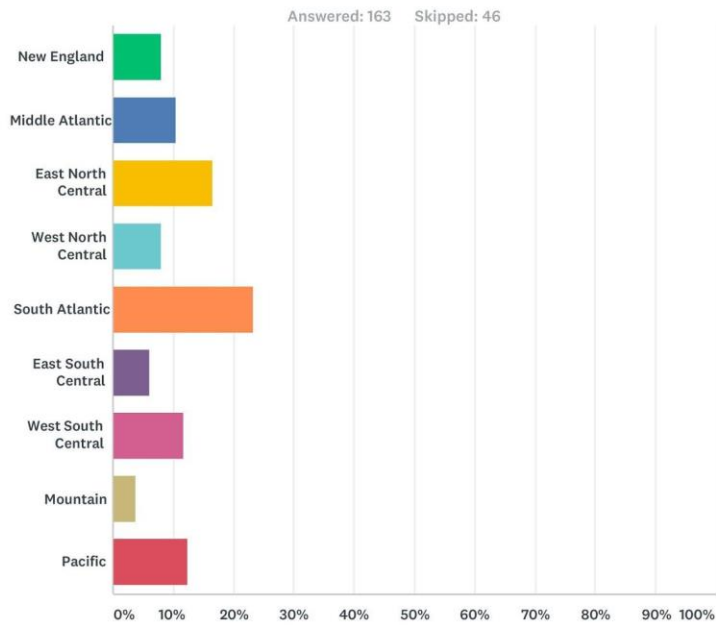
| Answer Choices | Responses |
|----------------|-----------|
| Female | 53.61% 89 |
| Male | 46.39% 77 |
| Total | 166 |

Q18 How much total combined money did all members of your HOUSEHOLD earn last year?



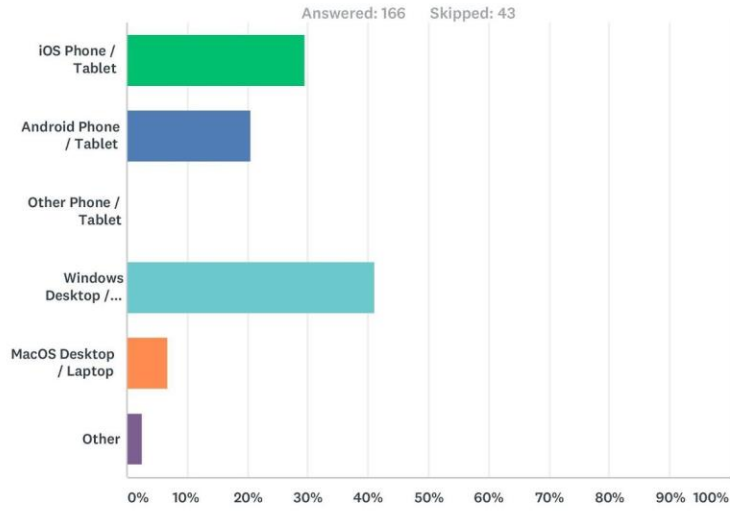
| Answer Choices | Responses |
|------------------------|------------|
| \$0 to \$9,999 | 6.02% 10 |
| \$10,000 to \$24,999 | 10.24% 17 |
| \$25,000 to \$49,999 | 16.27% 27 |
| \$50,000 to \$74,999 | 13.86% 23 |
| \$75,000 to \$99,999 | 10.84% 18 |
| \$100,000 to \$124,999 | 12.65% 21 |
| \$125,000 to \$149,999 | 7.83% 13 |
| \$150,000 to \$174,999 | 2.41% 4 |
| \$175,000 to \$199,999 | 1.81% 3 |
| \$200,000 and up | 4.82% 8 |
| Prefer not to answer | 13.25% 22 |
| Total | 166 |

Q19 US Region



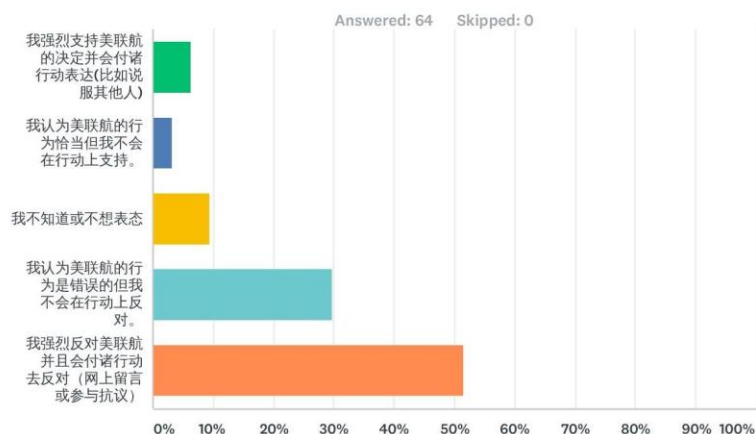
| Answer Choices | Responses |
|--------------------|------------|
| New England | 7.98% 13 |
| Middle Atlantic | 10.43% 17 |
| East North Central | 16.56% 27 |
| West North Central | 7.98% 13 |
| South Atlantic | 23.31% 38 |
| East South Central | 6.13% 10 |
| West South Central | 11.66% 19 |
| Mountain | 3.68% 6 |
| Pacific | 12.27% 20 |
| Total | 163 |

Q20 Device Types



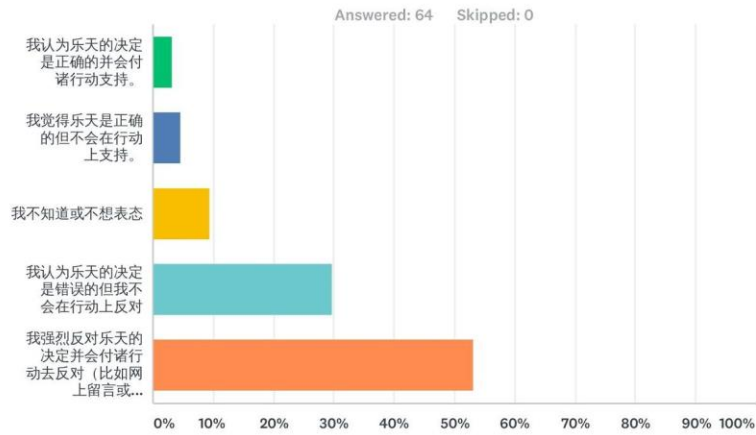
| Answer Choices | Responses | |
|--------------------------|-----------|------------|
| iOS Phone / Tablet | 29.52% | 49 |
| Android Phone / Tablet | 20.48% | 34 |
| Other Phone / Tablet | 0.00% | 0 |
| Windows Desktop / Laptop | 40.96% | 68 |
| MacOS Desktop / Laptop | 6.63% | 11 |
| Other | 2.41% | 4 |
| Total | | 166 |

Q1 2017年四月，美联航根据自己公司的条例在航班上随机选择已经登记的乘客要求其下飞机为自己员工腾出座位。一位乘客因拒绝其要求被强行拖拽下飞机。



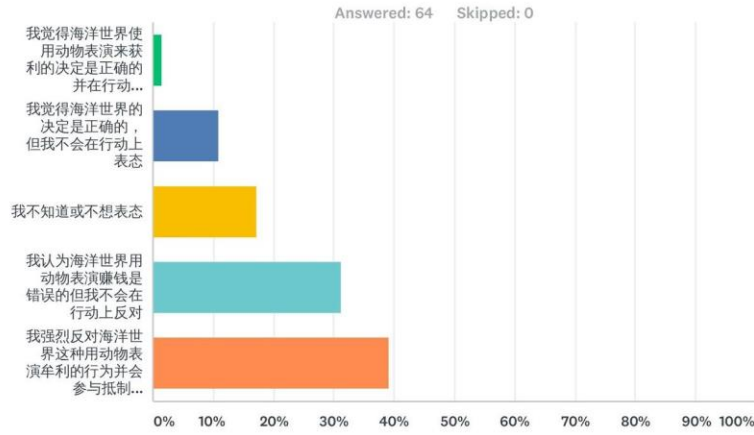
| Answer Choices | Responses |
|--------------------------------|-----------|
| 我强烈支持美联航的决定并会付诸行动表达(比如说服其他人) | 6.25% 4 |
| 我认为美联航的行为恰当但我不会在行动上支持。 | 3.13% 2 |
| 我不知道或不想表态 | 9.38% 6 |
| 我认为美联航的行为是错误的但我不会在行动上反对。 | 29.69% 19 |
| 我强烈反对美联航并且会付诸行动去反对 (网上留言或参与抗议) | 51.56% 33 |
| Total | 64 |

Q2 2017年三月, 韩国跨国企业- 乐天 决定捐赠自己的土地建造美国萨德反导系统。



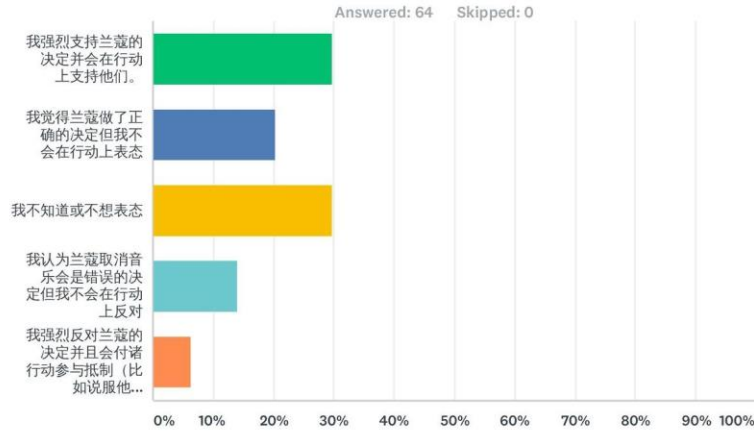
| Answer Choices | Responses |
|---------------------------------------|-----------|
| 我认为乐天的决定是正确的并会付诸行动支持。 | 3.13% 2 |
| 我觉得乐天是正确的但不会在行动上支持。 | 4.69% 3 |
| 我不知道或不想表态 | 9.38% 6 |
| 我认为乐天的决定是错误的但我不会在行动上反对 | 29.69% 19 |
| 我强烈反对乐天的决定并会付诸行动去反对 (比如网上留言或者抵制他们的货品) | 53.13% 34 |
| Total | 64 |

Q3 在2017年之前, 美国海洋世界集团使用捕获的杀人鲸让它用表演为公司赚钱。



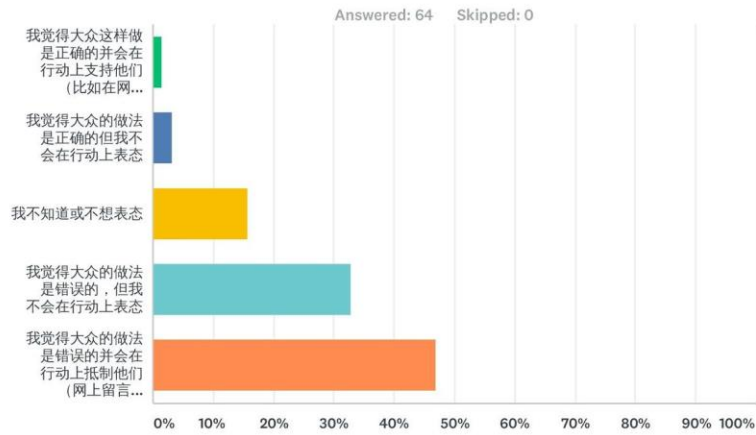
| Answer Choices | Responses |
|--|-----------|
| 我觉得海洋世界使用动物表演来获利的决定是正确的并在行动上支持他们 (网上留言, 表态) | 1.56% 1 |
| 我觉得海洋世界的决定是正确的, 但我不会在行动上表态 | 10.94% 7 |
| 我不知道或不想表态 | 17.19% 11 |
| 我认为海洋世界用动物表演赚钱是错误的但我不会在行动上反对 | 31.25% 20 |
| 我强烈反对海洋世界这种用动物表演牟利的行为并会参与抵制 (比如说服他人抵制或在网上留言表态) | 39.06% 25 |
| Total | 64 |

Q4 在2016年的六月, 化妆品牌兰蔻在受到来自大陆网友的压力后取消了一场在香港的音乐会, 因为 其中之一的歌手 被怀疑与分裂势力有关联。对兰蔻香港决定取消音乐会你有何看法?



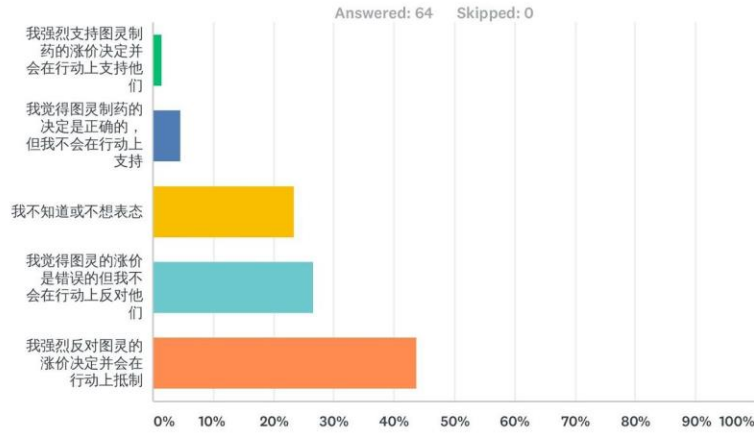
| Answer Choices | Responses |
|--|-----------|
| 我强烈支持兰蔻的决定并会在行动上支持他们。 | 29.69% 19 |
| 我觉得兰蔻做了正确的决定但我不会在行动上表态 | 20.31% 13 |
| 我不知道或不想表态 | 29.69% 19 |
| 我认为兰蔻取消音乐会是错误的决定但我不会在行动上反对 | 14.06% 9 |
| 我强烈反对兰蔻的决定并且会付诸行动参与抵制 (比如说服他人抵制或在网上留言表态) | 6.25% 4 |
| Total | 64 |

**Q5 2016年九月前, 大众爆出在柴油汽车上安装自己的软件用以欺骗
空气污染测试 以获得虚假数据让自己的汽车通过排放测试。**



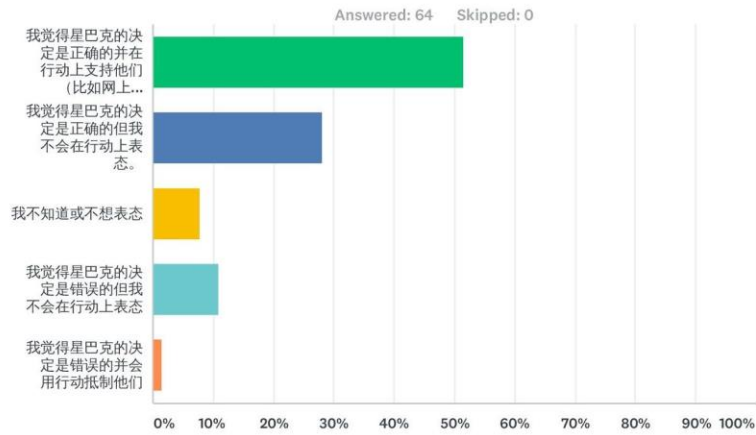
| Answer Choices | Responses |
|---|-----------|
| 我觉得大众这样做是正确的并会在行动上支持他们 (比如在网上为他们说话) | 1.56% 1 |
| 我觉得大众的做法是正确的但我不会在行动上表态 | 3.13% 2 |
| 我不知道或不想表态 | 15.63% 10 |
| 我觉得大众的做法是错误的, 但我不会在行动上表态 | 32.81% 21 |
| 我觉得大众的做法是错误的并会在行动上抵制他们 (网上留言或者说服他人一同抵制) | 46.88% 30 |
| Total | 64 |

Q6 2015年八月, 图灵制药购买了艾滋病治疗药 "达拉匹林" 并决定将药品价格调整到每粒 13.50美元到每粒750美元.



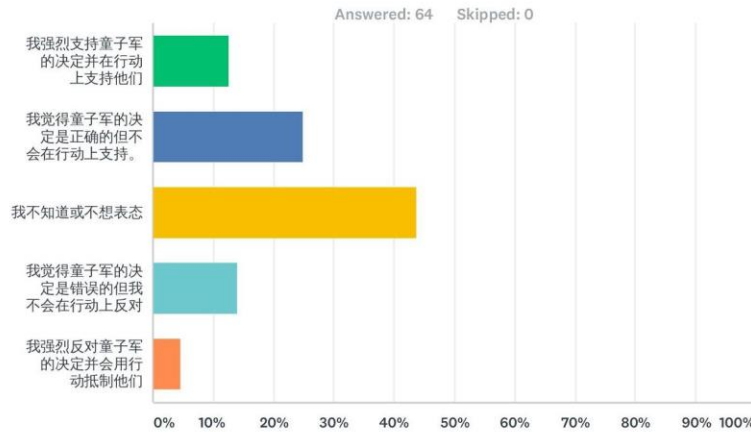
| Answer Choices | Responses |
|----------------------------|-----------|
| 我强烈支持图灵制药的涨价决定并会在行动上支持他们 | 1.56% 1 |
| 我觉得图灵制药的决定是正确的, 但我不会在行动上支持 | 4.69% 3 |
| 我不知道或不想表态 | 23.44% 15 |
| 我觉得图灵的涨价是错误的但我不会在行动上反对他们 | 26.56% 17 |
| 我强烈反对图灵的涨价决定并会在行动上抵制 | 43.75% 28 |
| Total | 64 |

Q7 2013年九月, 星巴克 (咖啡连锁) 决定不欢迎顾客携带任何武器进入他们的咖啡馆。



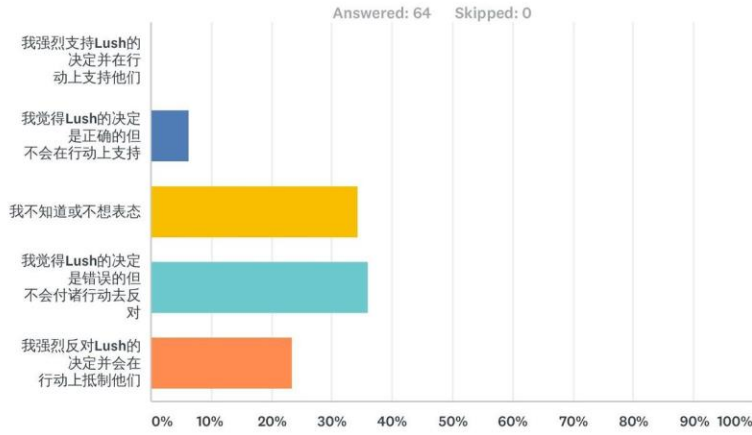
| Answer Choices | Responses |
|--|-----------|
| 我觉得星巴克的决定是正确的并在行动上支持他们 (比如网上留言或者购买他们的产品) | 51.56% 33 |
| 我觉得星巴克的决定是正确的但我不会在行动上表态。 | 28.13% 18 |
| 我不知道或不想表态 | 7.81% 5 |
| 我觉得星巴克的决定是错误的但我不会在行动上表态 | 10.94% 7 |
| 我觉得星巴克的决定是错误的并会用行动抵制他们 | 1.56% 1 |
| Total | 64 |

Q8 2012年六月,美国童子军(举办青少年露营活动的团体)公开重申反对同性恋政策。他们要求同性恋工作人员如果想要保持在童子军中的工作就不能公开自己的性取向。



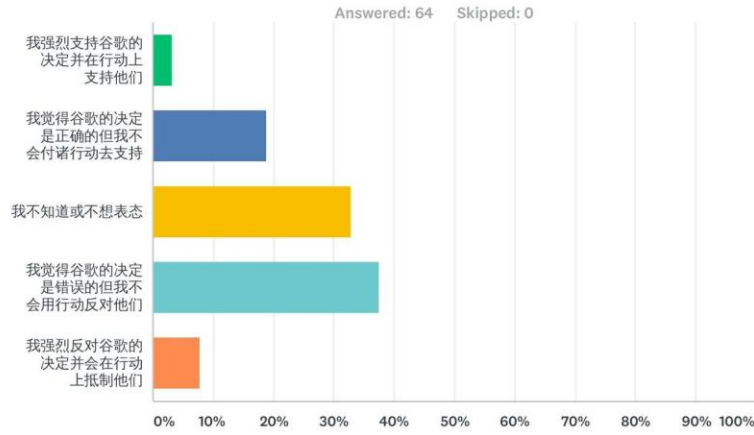
| Answer Choices | Responses |
|-------------------------|-----------|
| 我强烈支持童子军的决定并在行动上支持他们 | 12.50% 8 |
| 我觉得童子军的决定是正确的但不会在行动上支持。 | 25.00% 16 |
| 我不知道或不想表态 | 43.75% 28 |
| 我觉得童子军的决定是错误的但我不会在行动上反对 | 14.06% 9 |
| 我强烈反对童子军的决定并会用行动抵制他们 | 4.69% 3 |
| Total | 64 |

Q9 2010年六月，化妆品公司Lush向狩猎狐狸的俱乐部捐赠了500,000英镑支持俱乐部在英格兰猎杀狐狸。



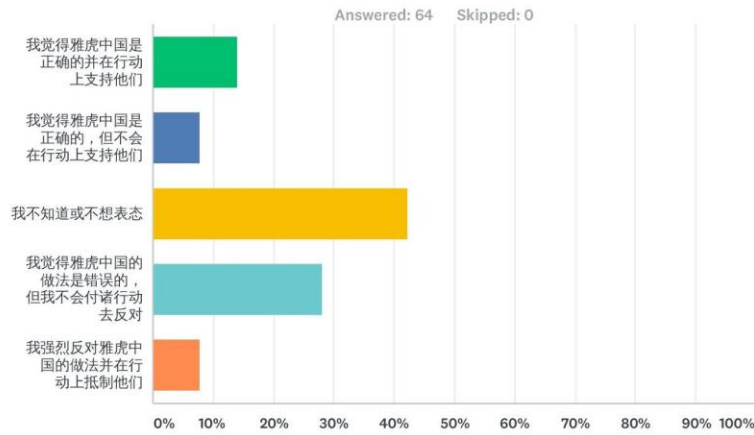
| Answer Choices | Responses |
|--------------------------|-----------|
| 我强烈支持Lush的决定并在行动上支持他们 | 0.00% 0 |
| 我觉得Lush的决定是正确的但不会在行动上支持 | 6.25% 4 |
| 我不知道或不想表态 | 34.38% 22 |
| 我觉得Lush的决定是错误的但不会付诸行动去反对 | 35.94% 23 |
| 我强烈反对Lush的决定并会在行动上抵制他们 | 23.44% 15 |
| Total | 64 |

Q10 2010年一月, 谷歌因不满大陆的审查制度并从中国大陆撤出其全部业务



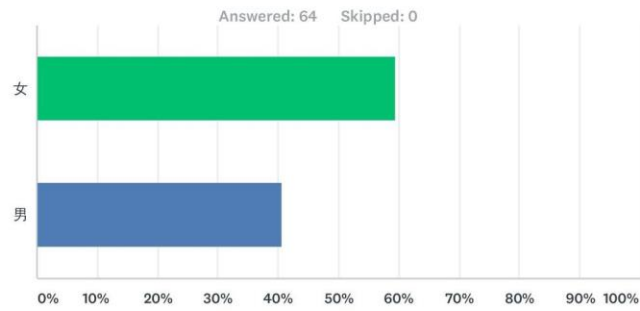
| Answer Choices | Responses |
|-------------------------|-----------|
| 我强烈支持谷歌的决定并在行动上支持他们 | 3.13% 2 |
| 我觉得谷歌的决定是正确的但我不会付诸行动去支持 | 18.75% 12 |
| 我不知道或不想表态 | 32.81% 21 |
| 我觉得谷歌的决定是错误的但我不会用行动反对他们 | 37.50% 24 |
| 我强烈反对谷歌的决定并会在行动上抵制他们 | 7.81% 5 |
| Total | 64 |

Q11 2004年雅虎中国向大陆警察泄露了一个用户的IP地址导致一位大陆记者因泄露国家机密罪被判10年徒刑



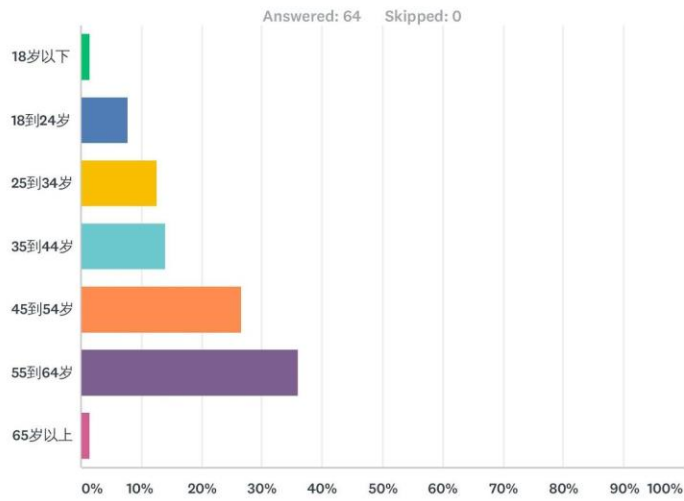
| Answer Choices | Responses |
|----------------------------|-----------|
| 我觉得雅虎中国是正确的并在行动上支持他们 | 14.06% 9 |
| 我觉得雅虎中国是正确的，但不会在行动上支持他们 | 7.81% 5 |
| 我不知道或不想表态 | 42.19% 27 |
| 我觉得雅虎中国的做法是错误的，但我不会付诸行动去反对 | 28.13% 18 |
| 我强烈反对雅虎中国的做法并在行动上抵制他们 | 7.81% 5 |
| Total | 64 |

Q12 您的性别？



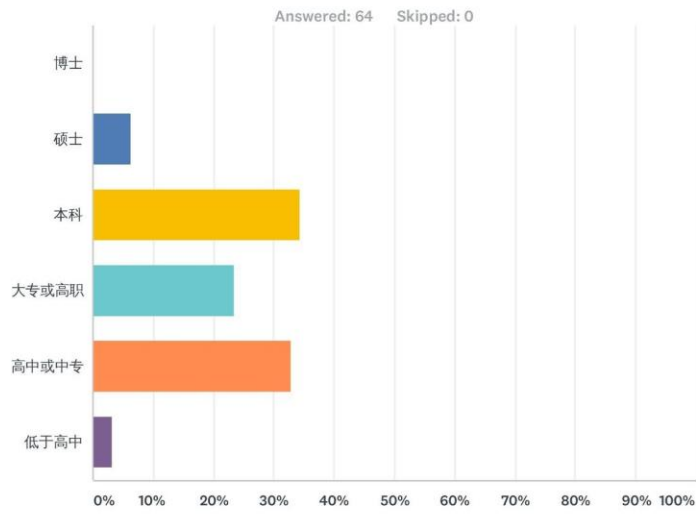
| Answer Choices | Responses | |
|----------------|-----------|-----------|
| 女 | 59.38% | 38 |
| 男 | 40.63% | 26 |
| Total | | 64 |

Q13 您的年龄？



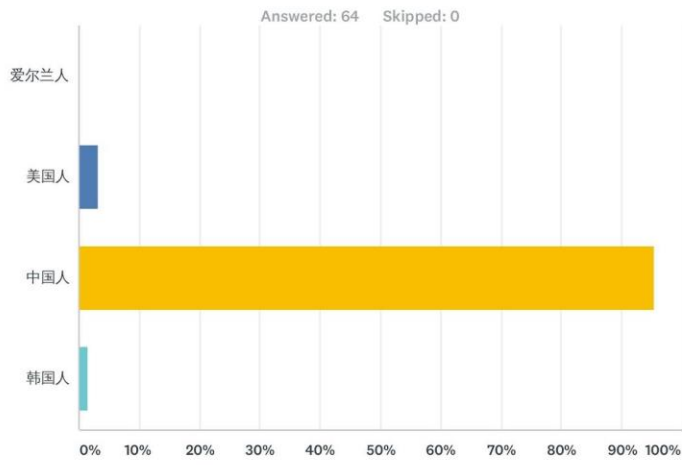
| Answer Choices | Responses |
|----------------|-----------|
| 18岁以下 | 1.56% 1 |
| 18到24岁 | 7.81% 5 |
| 25到34岁 | 12.50% 8 |
| 35到44岁 | 14.06% 9 |
| 45到54岁 | 26.56% 17 |
| 55到64岁 | 35.94% 23 |
| 65岁以上 | 1.56% 1 |
| Total | 64 |

Q14 您的学历？



| Answer Choices | Responses | |
|----------------|-----------|-----------|
| 博士 | 0.00% | 0 |
| 硕士 | 6.25% | 4 |
| 本科 | 34.38% | 22 |
| 大专或高职 | 23.44% | 15 |
| 高中或中专 | 32.81% | 21 |
| 低于高中 | 3.13% | 2 |
| Total | | 64 |

Q15 民族



| Answer Choices | Responses | |
|----------------|-----------|-----------|
| 爱尔兰人 | 0.00% | 0 |
| 美国人 | 3.13% | 2 |
| 中国人 | 95.31% | 61 |
| 韩国人 | 1.56% | 1 |
| Total | | 64 |