

# Analysis on the crisis public relations ability of live broadcast under cargo rollover incident based on the “5-CM” theory

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**Abstract:** At present, media presents the status quo of multi-mode and multi-form, and live streaming is born with the help of the favorable conditions of media platform, and boost economic development, forming a new wave of dividends. However, as an emerging industry, there are many problems such as unstable foundation, unsound mechanism and unfirm model. Based on this feature, this study starts from the rollover event of live streaming carry-over, takes 5-CM as the theoretical basis, analyzes how to solve the corresponding rollover event of live streaming carry-over, and thinks about the concrete reality of the current crisis public relations ability. Furthermore, this paper finds that there are obvious differences among different media organizations or institutions in problem perception, decision judgment and meaning construction.

Finally, the study proposes that we should not only consider the public relations treatment methods after the crisis, but also think about how to avoid the rollover event in the process of live broadcast delivery, and strive to continuously improve the practical ability of online live broadcast delivery from the three aspects of live broadcast link, team structure, reputation and image.

**Key words:** 5-CM theory; Live delivery; Rollover events; Crisis PR

## I. Introduction

### (1) Network broadcast

In today's new media environment, online live streaming has gradually become a major new sales model. In recent years, live streaming has almost reached its peak. Internet celebrities, stars, singers and hosts have all begun to transform into Kols of live streaming. Network live broadcast with goods, “usually through the Internet platform, the use of live technology for close range of commodity display, consultation and reply, shopping guide new service way, or by the store to open their own broadcast room, or by the professional anchor collection to promote.” In this way, the anchors explain the product information to the audience watching the live broadcast and encourage consumers to buy the product by chatting, which greatly promotes the sales of the product and the operation of the industrial chain.

In fact, live network broadcast has existed in industry sales for a long time, and has been accumulating potential. According to the Ecological Research Report of China's Live Streaming E-commerce in 2020, it can be found that Mogujie and Taobao have launched live streaming sections since 2016. Later, e-commerce platforms such as Jingdong and Pinduoduo and entertainment information platforms such as Kuaishou, Douyin and Weibo gradually joined the field of live streaming. Until 2019, e-commerce live broadcasting reached its climax and became the driving force for the development of the whole live broadcasting industry. It can be seen that the rapid development of the Internet not only makes the media enter a highly anti-war stage, but also significantly improves the marketing ability of the whole market. The development of The Times is often a double-edged sword. Countless merchants use network broadcast to increase sales and expand the market, but this good form of marketing often brings product quality problems, licensing problems, health problems and so on. If these problems are not properly solved, they are bound to cause widespread disputes among people. Therefore, while the new media environment promotes economic development, it also leads to the emergence of controversial issues.

### (2) Crisis public relations

Crisis public relations has always been the focus of attention at home and abroad, and its importance has been highlighted with the passage of time. Enterprise crisis management is “a new field of management since the 1980s, the introduction of public relations awareness, so that enterprise managers expand their vision, in the development of crisis management plans to add a lot of new content, one of the most prominent performance is the enterprise image crisis management.” Secondly, some scholars believe that crisis public relations is an element of modern public relations and plays a very important role in the process of enterprise management. Franklin, a famous British public relations expert. Jeffkins repeatedly emphasized the importance of crisis public relations in the Dictionary of Marketing, Advertising and Public Relations. In the early 1990s, Zhai Xiangdong further interpreted and analyzed crisis public relations in the Course of Chinese Public Relations, and clarified that crisis public relations is the public relations work of crisis management and management.

The new marketing mode of “network live streaming” makes China's economic development gain obvious market advantages in the global scope, but there are still some problems in the favorable market background conditions, such as the sale of fake goods. So for commercial companies, how to reasonably solve and timely deal with these potential problems is particularly important. With the increasingly prominent ability of corporate Public relations, Dutch scholar Ajin Born put forward the 5-CM theory in *The Politics of Crisis Management: Public Leadership Under Pressure*. He proposed that the evaluation system of crisis management should include five key tasks, namely, meaning perception, decision making, meaning construction, crisis ending, learning and absorption. This paper makes use of the three key elements of the “5-CM” theoretical framework. Based on this, this paper analyzes the crisis public relations events of online live broadcasting with goods, so as to better understand how enterprises or Internet celebrity teams deal with the problem of goods rollover, explore the specific measures of current crisis public relations, and analyze and compare the Simba bird's nest fake sale event and Luo

Yonghao's sweater fake sale event. It can also analyze the advantages and disadvantages of different enterprise teams in the crisis public relations treatment of live broadcast carry-over events.

## 2. Research Findings

### (1) Problem perception: prepare for timely response and seize the opportunity

Team A grasped the opportunity and seized the opportunity in terms of problem perception in the event of selling fake goods. After the event, A team apologized to the public on the social media platform, admitting that the brands sold by the studio were fake and shoddy products with quality problems, and said that it would offer consumers a three-for-one refund. In fact, this result did not cause A team to be accused and reviled by consumers, but most of the consumers accepted and praised its behavior. This is mainly because team A magnified the importance of the problem, sensed the impending huge crisis, and quickly provided a satisfactory answer to consumers within 15 days, thus occupying an advantage in crisis public relations.

However, in another case of selling fake goods, Team B failed to perceive the problem well, which was attacked by the Internet public opinion and criticized by the whole country. This incident was caused by the fact that "some consumers doubted that the products sold by Team B in the broadcast room were fake rather than genuine, and asked Team B to explain." After the incident happened, B team did not conduct quality test on the product at the first time. Instead, B team appeared in the broadcast room to confront netizens, and their attitude was very tough. But with the continuous fermentation of time. It can be seen that team B failed to grasp the opportunity to make timely response and provide satisfactory solutions to consumers due to lack of sufficient awareness of crisis in the process of selling fake products. Therefore, Team B almost did nothing at the problem perception stage, so it can be said that there is a lack of judgment ability in public relations crisis.

### (2) Decision judgment: maintain sincere communication and have the courage to undertake

In the two livestream carry-over incidents, there is an essential difference between team A and team B in decision-making and judgment. The former team admitted the problem at the first time, promised compensation and traced back to the supply chain in order to reduce their losses and finally find the root of the problem. The latter, after the uproar over the fake products, responded personally without finding out the whole story, insisting that the products sold were absolutely genuine.

"After the product was sold, many consumers thought that it was not pure wool material at all, and it was also reported to A team's studio. After receiving the news, Team A randomly bought back 5 pieces of goods from consumers and sent them to two professional appraisal agencies. After one of them gave the appraisal result, the products they sold were indeed non-wool products, which means that the A team did sell fake products." After obtaining the test results, Team A first apologized to the consumers and did not evade the responsibility of selling fake products, which was extremely prominent in the public relations ability to deal with the direct response. At the same time, many consumers received refunds from the customer service even though they did not know that the products were fake. Such processing speed surprised everyone. Therefore, through continuous response and communication with consumers, sincere apology, product testing, certificate appraisal and reasonable compensation, and correctly dealing with the crisis, Team A's public relations ability is outstanding representative.

On the contrary, Team B did not take a series of measures as soon as possible in the event of selling fake products, and there was no unified arrangement and scheduling for the countermeasures in this cart-rollover crisis. First of all, because of the product quality problem, B team did not take the initiative to test and prove, but in the broadcast room and netizens theorizing and shouting. After the matter continued to fermenting, more fake products were exposed. Although B team took the initiative to admit its mistake and paid three times the compensation, it was too late. This has left the public with the impression of unscrupulous merchants. Therefore, Team B's early failure has seriously damaged its image and reputation. Even if it is a sincere apology at the later stage, it will be regarded by the public as a forced public relations act. Thus, it is the most important thing for an enterprise to deal with public relations crisis in a timely and efficient manner.

### (3) Meaning construction: to shape the image and enhance the stickiness

In the event of selling fake products, B team became an irresponsible and irresponsible image, thus losing the trust of consumers. For example, the B team argued with netizens in the broadcast room and even arrogantly said that the rumor-monger would pay millions of dollars in compensation, but the final result was severely slapped in the face by the B team. The social media platform itself has strong communication ability, which is one of the important magic weapons for enterprises to deal with public relations crisis. However, Team B failed to use this tool properly, resulting in a stalemate. Although the company finally paid compensation for selling fake products, its behavior was not well received by the consumer group. This also reflects that without good public relations ability, it is difficult for an enterprise to build a good reputation and corporate image, even more difficult for long-term development and sustainable operation.

Compared with Team B, Team A learns to make more reasonable use of social platforms to form a good public opinion field and build a unique team image in the minds of consumers. In the event of selling fake products, Team A quickly made use of Weibo and built public opinion fields on various social platforms. In addition to the event of selling fake products, Team A also used social media to build its image in other events. For example, after the rollover event of another product sold, Team A immediately replied to fans' opinions on the product. Team A doubled the compensation to consumers and said it would spend more time on product research in the future. Thus, A team not only resolved the crisis with goods rollover, but also for the whole team to win the popularity of the masses, more let the public in the future purchase process, accept A team cordial, equal, sincere overall image.

### 3. Conclusion

B team was hacked by the whole network, A team was praised by the whole network, more lies in the crisis of different public relations processing ability. In this case, we not only need to reflect on the public relations treatment methods after the crisis, but also need to consider how to avoid rollover events in the process of live delivery. First of all, live broadcasting is a matter of three links, including brand, anchor and shopping platform. No matter as a host or as a brand owner, as long as the selection of products is questioned or there is a mistake, they should respond to the problem and solve the problem in time. Secondly, the statement issued by each team must focus on the root of the problem. From the framework design to the solution, learn to talk about the problem, have good judgment, come up with a good way to deal with the public relations crisis. Thirdly, learn to work hard to build corporate reputation and corporate image. At present, the audience and the media are not interested in listening to the boring story, they pay more attention to the outcome of this matter, so the image of the enterprise or the team is particularly important.

It has to be said that under the condition of considering the realistic background, it is actually difficult to completely avoid the occurrence of livestreaming cargo rollover events. First, each team and brand represents different interest groups, and they ultimately take economic interests as the starting point. At all times, they always use the mindset of businessmen to consider whether their own rights and interests are harmed, and they don't really put consumers first. Second, product problems will always exist in the process of sale and cannot be completely eliminated. Therefore, only by improving their own public relations ability and learning to deal with every problem under crisis public relations events, can enterprises ensure the operation and lasting of the industry.

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