

Attitude and Responses of General Public Towards Foodpanda Thailand's Crisis Communication  
Management



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Thailand's Crisis Communication Management

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Field of Study                      Strategic Communication Management

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The objective of this research was to examine the attitude and responses of the general publics towards a situation crisis communication management which related to a political situation in Thailand. The attitude variable in this study focused on attitudes into crisis communication management in content and the statement release, management of time during the crisis, attitude towards the crisis communication management, and suitable and appropriately management. Meanwhile, the responses variable focused on responses into favorability and credibility, frequently of using the service after the crisis, ways of showing support, movement to boycott, and royalty towards a brand after the crisis. The study was conducted by the quantitative method with data collection from the survey from two-hundreds Thai general publics who aware of the situation of crisis during the first semester of 2021 academic year. The results indicated that an appropriate crisis communication management results in somewhat positive attitude which leads to positivity in the general publics' responses towards brand after the crisis communication management. Furthermore, majority of the general publics somewhat agree that they overlooked the crisis situation that happened because they are focus on the price, service, and promotion. The findings in this study contributed to crisis communication practitioners as a basic insight of the genral publics' attitude and responses towards the Foodpanda's case of crisis communication.

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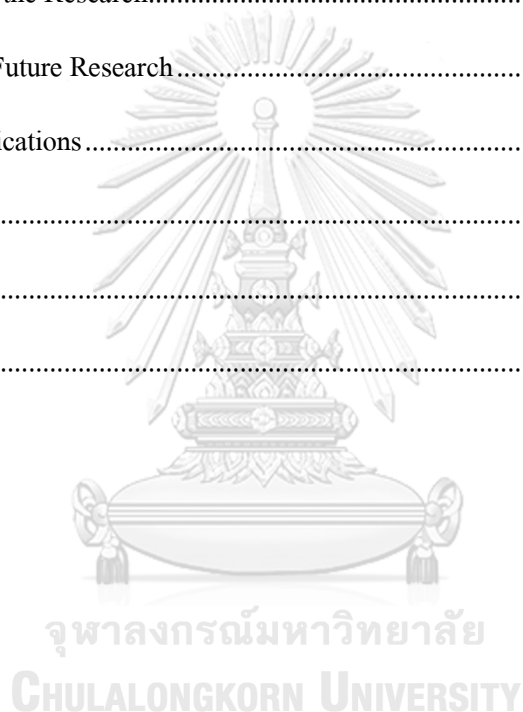
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## Chapter 1

### Introduction

#### 1.1 Significances of the study

In the digital era, social media has become one of the fastest sources of passing on information and news among the public, which has a significant benefit to brands in terms of communication and marketing (Fraustino et al, 2012, as cited in Dudo & Kahlor, 2017). However, it could easily cause negative public stunts and a bad reputation to a brand because of its effectively fast and communicative channel (Wendling et al., 2013). Therefore, this study focused on crisis communication management and its significance to society by using a case study of a chosen organization is Foodpanda Thailand who has faced many crises in the past years, by focusing on a chosen brand, it was able to determine attitude and responses more precise and specific. This study focused on the general public's attitude towards Foodpanda's crisis communication management and the general public's responses towards Foodpanda as a brand.

**Crisis communication management** is an extremely significant field of communication, and each crisis has its own unique way and delicately which depends on country and culture differences (Zibi & Coombs, 2007). Especially in social media and the digital era where crisis can take place very easily and harder to control (Wendling et al., 2013). Therefore, this research aimed to deepen an understanding of crisis communication in Thai society and culture, by examining the attitude of the general public towards crisis and crisis communication. To do so, it assisted a more

effective crisis communication strategic management to any further crisis that may have to happen in the future. The attitude of the general public examined attitude towards the responses of Foodpanda's crisis communication in the past year, how the general public feel, and evaluation in a specific chosen event.

Moreover, the research examined an understanding of the general public's responses after the crisis which in this case, the responses of the general public towards Foodpanda. However, it focused on responses towards the brand itself rather than crisis towards its crisis communication management to deepen an understanding of how the crisis cause-effect the brand from the general public's perspective of their responses. Attitude and responses significantly helped determine the crisis communication of Foodpanda Thailand. The attitude part of the research determined attitude which is how people feel regards the crisis communication management in the chosen case study. Whereas the age group also helped them understand indifference age to the different perspective towards the related political crisis communication management. Then, the responses were to examine whether it linked and went the same direction as attitude. For example, a person might have a negative attitude towards Foodpanda's crisis communication management but still use the service of Foodpanda and have good responses towards the brand. Therefore, this research aimed to examine the linkage of the relationship between attitude towards crisis communication management and responses towards a brand which would assist any brand/organization with the crisis communication management plan and strategy especially in social media and digital era as well as a potential to discover and arise even more effective strategies to prevent the crisis from happen and to minimize damage from crisis to the brand/organization.

Moreover, Foodpanda is one of the major crises that happened this year (July 2021), which is related to the political context situation in Thailand. In the chaos Thai's political conflict situation, it created a growing number of generational gaps on this issue (Sasipornkarn, 2020). Political conflict has been going on for years, but now the situation has heating up because the involvement of monarchy. The older generation admires and view the monarchy as "god-like" and beyond reproach while the younger generation are demand the reform of the monarchy who is the untouchable institution (Sasipornkarn, 2020). Research by Brighman Young University showed that 41% of Thai who aged 18-29 years old preferred Future Forward, while only 9.91% of those above 55 years old preferred Future forward (Lohatepanont, 2020). Recently, protests have begun resurfacing due to a general wave of disillusionment from young citizens and an inefficient vaccine plan. On the 18<sup>th</sup> July 2020, Among all the chaos, Foodpanda crisis came from one of the Foodpanda delivery rider caught of the footage setting a fire to an image of the King of Thailand (Ragavan, 2021). With this action of Foodpanda rider's, Foodapnda made statement called this as an action of terrorism and willing to cooperate with officials to take legal action on this rider. Right after the statement, #banfoodpanda spread widely. The focus of anger was mainly on company's choice of words to describe the action and how the company going to punish someone who disagreed and joined an anti-government movement (Ragaven, 2021 & Bangkok Post Online, 2021).

This crisis took place number 1 hashtag in social media on Twitter and was mentioned many times across social media platforms (Onthaworn, 2021 ; Cogan, 2021). Foodpanda received many negative comments and movements towards the brand. The negative movement such as the ban Foodpanda platforms, later reported that Foodpanda lost millions of users within days of the crisis occurred (Matichon Online, 2021). As well as a boycott by partner restaurants and riders. The heat-up of Foodpanda's crisis came from political-related context and political situation in Thailand which divide people's opinions into 2 groups, it is unlike many crises where the majority of the public disagree with organization's situation (Foodpanda, 2020 ; Amarin 34HD, 2020). Hence, the Foodpanda crisis case in July 2021 was an extremely significant case in terms of the crisis communication aspect.

In conclusion, this study aimed to understand the attitude and responses of the general public towards a brand and its crisis communication with the desire to become a part of refining the crisis communication management strategies in Thailand and Thai society, in the social media and digital era.

## 1.2 Research Objectives

1. To examine the attitude of general public toward Foodpanda's crisis communication management
2. To examine responses of general public after Foodpanda's crisis communication management
3. To examine the relationship between the general public's attitude towards Foodpanda's crisis communication management and their responses after the management

## 1.3 Research Questions

1. What is the attitude of general public towards Foodpanda's crisis communication management?
2. What are the responses of general public after Foodpanda's crisis communication management?
3. What is the relationship between general public's attitude towards Foodpanda's crisis communication management and their responses after the management?

## 1.4 Hypothesis

There was a correlation between general public's attitude towards Foodpanda's crisis communication management and their responses afterward.

### 1.5 Scope of the Study

The study of the general public towards Foodpanda's crisis communication management on their crisis regarding the political context on the event in July 2021 where it was the event that Foodpanda Thailand has been involved with the political issue and protest in Thailand, the research was conducted by using the quantitative approach, divided into and focus on general public's attitude towards Foodpanda's crisis communication management and responses towards Foodpanda as a brand. Respondents of this research are the Thai general public who have used Foodpanda's service and also acknowledge Foodpanda's crisis-related with political context. Two hundred data will be gathered and due to the Covid-19 outbreak, the survey data will be gathered through an online questionnaire survey only. The survey was conducted from October to November 2021.

### 1.6 Operational Definitions of Variables

**Crisis management and communication** are defined as a role in managing and preventing or lessening the damage on the crisis which can inflict on an organization and its stakeholders. Furthermore, crisis communication management refers to the managing of communication as managing communication during a crisis such as social media content. In this study, the two main variables are the effect on the company's image which are "attitude of general public towards crisis communication management", and "responses of general public after an organization crisis management", where the selected variables can be defined as follows.

Attitude towards crisis communication management is an attitude that general public generates towards a crisis and its crisis communication management. As **the attitude** is defined as a lasting general evaluation of people, objects, issues, or advertisements where it is lasting since it tends to endure over time. As grouping of attitudes into crisis communication management in content and the statement release, management of time during the crisis, attitude towards Foodpanda's crisis communication management, and suitable and appropriately manage.

Responses towards an organization after the crisis occurred where **the responses** can define as an emotion-based perspective towards something, which in this case is an organization (Foodpanda Thailand). After the crisis, emotional responses could be either positive or negative depending on how personal a person feels towards a crisis and the action organizational cope and handled with the crisis. It is divided into 2 responses parts: response towards brands directly such as joining the banning movement or showing support on social media response in terms of action such as the switch to competitors. As grouping of responses into favorability and credibility, frequently of using the service, ways of showing support, join the movement to boycott Foodpanda, and royalty towards Foodpanda.

The general public in this research involved a Thai population who is 18 years old and above because they have a significant level of purchasing power to support/unsupported a brand/organization. Whereas Foodpanda crisis in this research refers to the significant event in July 2021 where Foodpanda has been involved and



indirectly showed support to a particular party in a political context which caused a lot of drama and attention towards the brand and led to the movement to ban Foodpanda.

### **1.7 Expected benefits of the Study**

Academically, the outcome of this study was expected to provide academic researchers new insights to understand the Thai general public's attitude and responses in crisis management in a political context, by using Foodpanda Thailand as a case study.

Professionally, the findings of this study were expected to be beneficial to crisis communication practitioners to develop more effective and suitable crisis communication management plans for Thai organizations and crises. Moreover, the results aimed to provide a deeper understanding of the attitude of the general public and their responses towards a crisis involving political context in Thailand.

## Chapter 2

### Literature review

#### 2.1 Crisis Communication

On the first section of literature will cover on the crisis communication management, its definition, some theories that used in this research, crisis communication when it involved with political situation, and how crisis communication evolved when digital media comes into the picture. In this section should demonstrate the basic knowledge and understanding of crisis communication which is a ground rule of this research.

##### 2.1.1 The definition of crisis communication

There are plenty of definitions of a crisis, but one of the most well accepted is that the crisis is defined as a significant threat, that potential damage on an organization, stakeholders, and an industry (Zibi & Coombs, 2007 as cited in Jaque, 2019). Crises can cost a lot of damage such as financial loss, loss of market share and/or purchase intentions, spawning lawsuits, damaging, and loss of reputation to some degree (Zibi & Coombs, 2007). Therefore, Crisis management and communication become an important role to prevent or lessen the damage a crisis can inflict on an organization and its stakeholders (Zibi & Coombs, 2007 ; Coombs & Hollady, 2012).

In crisis there is a need for information, which that information can be collected, processed into knowledge, and share with others through communication (Coombs & Hollady, 2012). Hence, communication considers as significant throughout the entire crisis management process. Crisis communication appears during all three phases of

crisis management: pre-crisis, crisis responses, and post-crisis. However, Crisis Communication can be clarified into 2 types which are crisis knowledge management and stakeholder reaction management (Coombs & Hollady, 2012 ; Coombs, 2009 as cited in Coombs & Hollady, 2012).

### **2.1.2 Crisis communication in a political context**

Crisis Communication during any crisis that must deal with politics is extremely sensitive. Therefore, crisis communication strategies in the political context often used in the institutes are the 7 strategies (Pluempitichaikul & Niyomrit, 2019).

The first strategy is the reverse attack from themselves to a potential suspect. The second is to deny the crisis. The third is to apologize for the mistake. Fourth is using an excuse to minimize the damage or in some cases using an excuse to put the blame on the victim of the incident. Fifth is to give complimentary to their customers or the victim of the incident such as giving consolation money or donating to any relevant foundation. The sixth strategy is to fix their mistake by doing the right thing to minimize the damage along with setting up a preventive measure. Last, the seventh strategy is to officially apologize to society and the public which is the most commonly used by organizations and institutes (Pluempitichaikul & Niyomrit, 2019).

However, research by Duncan Koerber declares that the first step of crisis communication management in a political community is that the practitioners must understand the norms and values of the political community because selecting. Crisis responses strategies (Koerber, 2014).

### **2.1.3 Crisis communication management in the digital era**

According to Fraustino, Liu, and Jin in 2012, they have defined social media as “interactive digital tools that feature content users may generate, manipulate, or influence” (Fraustino et al, 2012, as cited in Dudo & Kahlor, 2017).

In addition, Schultz et al, said social media changed the field of crisis communication because of the interactive, dialogue, fast communication between organizations and stakeholders (Schultz et al, 2011, as cited in Cheng, 2018).

In 2010, Jin and Liu developed the blog-mediated crisis communication model (BMCC). BMCC model illustrated the influential blogs as opinion leaders affect the public (Jin & Liu, 2018). Later in 2018, Jin and Liu expanded the BMCC model into the “Social-Mediated Crisis Communication” known as the SMCC model which portrayed a wider range of social media channels (Jin & Liu, 2018). Coombs also mentioned that websites were the beginning point for utilizing online communication tools which affect an organization’s communicating and managing crises (Coombs, 2015, as cited in Jin & Liu, 2018).

The SMCC model is the first theoretical model that developed to understand crisis communication in the landscape of social media (Jin & Liu, 2010 ; Austin et al, 2012, as cited in Dudo & Kahlor, 2017). The SMCC model included type of publics producing and consuming the crisis information, channel, or form that crisis information is conveyed, sources/third party, and the five considerations that would

affect how organizations respond to crises, which are crisis origin, crisis type, infrastructure, message content, and message form (Jin & Liu, 2018).

Based on SMCC theoretical by Jin & Liu, researchers concluded that social media provides unique challenges and opportunities for organizations toward crises. (Dudo & Kahlor, 2017). According to the SMCC model, it is important to consider crisis origin, information form, information source, crisis type, and crisis message strategies when it comes to communicating during crises (Dudo & Kahlor, 2017)

Moreover, crisis communication in the digital media environment possibly changes the relationship between public authorities/organizations and journalists (Johansson & Oden, 2017). During the crisis response phase, crisis communication is used to alert and inform the public about the outbreak of a crisis to do what is called “damage control”. However, the evolution of an interactive media environment has changed conditions and communication flows (Johansson & Oden, 2017). The research also indicated digital media created a stronger influencer on how the public communicates about the crises (Liu et al, 2013 ; Oden et al, 2016, as cited in Johansson & Oden, 2017).

Research by Cheng in 2018 indicated that the traditional crisis communication strategies were changing because of the number of channels and new types of communication (Cheng, 2018). In addition, generation and age also play a role in the relationship between crisis communication and social media. Research by Neely and Collins has indicated that “younger generation and highly educated populations” are

more likely to take on social media for crisis communications. Meanwhile, traditional organizations are more likely to use traditional media to serve their purposes of crisis communication (Neely & Collins, 2018).

#### **2.1.4 The use of media during the crisis**

As communication technology dramatically expands, social media such as Facebook and Twitter are commonly used to convey information during a crisis (Wendling et al., 2013). Along with the popularity of social media and its role in several disasters event worldwide have raised the association level of social media and communication strategies (Cho et al., 2013). Social media has unique features which make it attractive for organizations to use as a channel to communicate during a crisis (Jin et al., 2014; Omilion-Hodges & McClain, 2015, as cited in Roshan et al., 2016). During crisis social media can be used to send warnings, conduct situational awareness, even to get feedback and conversation dialogue among the public, authorities, business sectors, volunteers (Wendling et al., 2013).

Since the late 1990's, social media have not only changed the perception of crisis and risk but also the general public's expectations towards crisis and official response through a channel such as Twitter, Facebook, and Ushahidi (Wendling et al., 2013). The changes of crisis communication channels have changed rapidly in the period of development of Web 2.0 and its applications during 2011 and 2015, at the same time as internet traffic grew 25-50% all over the world (Wendling et al., 2013). For this reason, social media is extremely interactive with its ability to reach a vast audience (Schultz et al., 2011 as cited in Roshan et al., 2016). In addition, recent studies

also showed that number of seniors or known as a baby boomers' group who are on social media is increasing. This evolution means the scope of the population who can be targeted through social media communication is getting bigger and bigger (Wendling et al., 2013).

According to Wendling et al. in 2013 stated that 5 types of social media can be identified where each can be complementary in risk and crisis management. First, Social networking such as Facebook where it brings groups of people together which during a crisis this type of social media can be used to enhance coordination among emergency services or volunteers. Second is the content sharing media such as YouTube or Flickr where people can upload content such as photos or videos. Content sharing media could conduct situational awareness through images or videos of the evolvement of a crisis. Third, collaborating knowledge-sharing media such as Wikis or Podcasts can be useful in developing dialogues between stallholders in risk or crisis management. Fourth, blogging social media where it used to share faces and values, emotions, and expectations such as Twitter can be used to share facts in real-time. Lastly, volunteer technology community (VTC) such as Ushahidi and Sahana which are the social media platforms/modules that are created specifically for risk and media communication helps managers and volunteers to be more efficient in their tasks. (Wendling et al., 2013).

Even though, there are potential negative outcomes, since social media is able to create a breeding ground for crisis because of its ability to emergence and exchange user-generated content as well as technical problems and failure that could happen such

as hackers, viruses, uncertain information, or spreading of misinformation (Veil et al., 2011; Coombs, 2014, as cited in Cheng, 2016). Yet, one of the greatest reasons to use social media as a channel of crisis communication is because the public is turning to the internet for information and learning details in a crisis. If an organization/crisis communicator chooses to opt-out from an online forum, it will more likely cause more damage since the conversation on the crisis will continue through social media without the presence of the organization to do damage control (Veil et al., 2011).

Nevertheless, the growth of social media uses in crisis communication does not imply an entirely switch from mainstream media to social media. Research shows that 85% of practitioners who use both traditional and new media found that both media are complement one another (Wright & Hinson, 2009, as cited in Veil et al., 2011). Both media has their own significant role in crisis communication (Veil et al., 2011).

## **2.2 The General Public**

In the SMCC model, there are two main components related to crisis information processing which are information forms and information sources. The information forms can be considered as channels such as social media or traditional media. Whereas information sources refer to the individual(s) who send out and consume crisis information (Austin et al., 2017 ; Hung-Baesecke & Bowen, 2017, as cited in AO & Mak, 2021).

However, in the social media and digital era, according to Austin et al. in 2012 categorizes public in social media communication into three types of publics. First,



influential social media creators who create crisis information to consume and their influential content could initiate and/or amplify a crisis. Second, social media followers consume influential content and information. Third, social media inactive who consume information through word-of-mouth communication among social media users and/or traditional media followers (Austin et al., 2012, as cited in AO & Mak, 2021).

Nevertheless, regarding the type of crisis in the context of social media, the public is more emotional, aggressive, and polarized, and they tend to spread negative word-of-mouth and attack others who hold different viewpoints (Lee et al., 2018; Mak & AO, 2019; Pang, 2013; Spohr, 2017, as cited in AO & Mak, 2021).

### **2.2.1 The Importance of Public opinion**

Public opinion is an instrument that represents the feeling of society which is sometimes influenced by the effect of the media. According to Ruiz (1997), There are two ways to understand the instrument of public opinion. First, the traditional one focuses on the definition and influences of opinion. Second, the empirical tradition, where it focuses on data provided by the representative group, political inclination, trend studies, and among others (Codocedo et al., 2020; Ruiz, 1997, as cited in Codocedo et al., 2020).

### **2.2.2 The Attitude of General Public's Toward Crisis**

From research by Kao et al. (2020), crisis management capability has a significant effect on attitude, brand credibility, and intention (Kao et al., 2020). Many crises cause an effect on the public's perception and attitude towards a brand where

attitude can be defined as a lasting general evaluation of people, objects, issues, or advertisements. Attitude is lasting since it tends to endure over time (Solomon, 2020). The attitude was operationalized with three bipolar items; good-bad, favorable-unfavorable, and pleasant-unpleasant (Laczniak & Muehling, 1993 as cited in Hong & Kim, 2018).

The negativity in attitude and perception during the crisis is extremely critical because those attitudes shape corporate image and consumer purchase intentions (Dean, 2004; Lin et al., 2011, as cited in Ip et al., 2018). In addition, the research study also suggests that if a crisis involves or touches the topic of social mission, values, or norms, the public attitude will be even more negative (Ip et al., 2018). As well as the attitude tends to be negative when the public perceives a violation of social missions because the “violation of social missions” includes the internal organizational values of social enterprise causes the negative attitude is more likely to be generated since the public perceived the crisis as internal and controllable (Ip & Liang, 2019). Meanwhile, the social media era, there are many studies on social media uses during the crisis. One of the studies by Hong and Kim (2018) indicated by the use of social media, the organization is providing timely and accurate information during a crisis leads to a more favorable attitude toward the organization.

However, another research on public attitudes after the crisis of Toyota has indicated that even though there had been a negative impact, but it also appears that current Toyota owners are willing to give the brand benefit of the doubt (Piotrowski, 2010).

### **2.2.3 The Responses of General Public's Toward an Organization**

Crisis response strategies were presented “to repair the reputation, to reduce negative affect, and to prevent negative behavioral intentions” (Coombs, 2007, as cited in Kim & Cameron, 2011). However, in this section, the focus will be on the responses of the general public towards an organization or a brand itself after the crisis has occurred rather than their responses to the crisis.

To start off, there is an emotion-based perspective of crisis communication, where researchers believed that emotions are one of the anchors in the public's interaction and interpretation of a crisis situation (Jin et al., 2007, as cited in Kim & Cameron, 2011). Understanding how the public cope and interpret crises is significant for an organization as knowledge of crisis communication. Research showed that the right crisis responses strategy could positively influence reputation in crisis situations (Coombs, 1995, as cited in Schwarz, 2012). However, there are many factors that could influence that could impact public responses preferences such as cognitive appraisals on public anger, sadness, and fright (Jin, 2010, as cited in Jin, 2013). The theoretical framework by Jin and Cameron (2003), posited two dimensions of an emotional response in a crisis which are emotional tone as the valence (positivity vs negativity), and emotional temperature as the intensity (Jin & Cameron, 2003, as cited in Jin, 2013). Based on Nabi (2003) findings, the emotional news coverage of a corporate crisis (anger-inducing vs. sadness-inducing), which influences people's emotional response toward a crisis (Nabi, 2003, as cited in Kim & Cameron, 2011). Hence, emotion is also extremely important and relevant to crisis management, and for a crisis manager to

utilize the positivity in publics' responses as well as choose the right crisis strategies (Jin, 2013).

Furthermore, numerous researches on how key publics such as customers react to a crisis event, where the crises can cause people and the general public to be less supportive of an organization or sever ties with the organization altogether, where reputations can be disrupted for all corporations or non-profits organization (Sarstedt & Schloderer, 2010, as cited in Coombs & Holladay, 2015). Therefore, expressing approval on an organization's crisis communication is a way of showing support from the public (Coombs & Holladay, 2015). The voices of crisis communication take part in two key roles; first, responses from crisis message receivers can indicate and decide whether to accept the organization's crisis responses message where the direction of people reach to the crisis responses strategies indicates the acceptance or rejection of the crisis responses (Coombs & Holladay, 2015). Second, comments on social media are significant in shaping the organization's reputation (Conway et al., 2007 as cited in Coombs & Holladay, 2015). Negative public messages about the organization can damage its reputation (Coombs & Holladay, 2015). Hence, public messages on the crisis are influential in shaping organization reputations (Corroll & McCombs, 2003; Deephouse, 2000, as cited in Coombs & Holladay, 2015). Even so, several studies concluded that various crisis response strategies will be appropriate to certain crisis situations. (Kim & Cameron, 2011).

### 2.3 Foodpanda Thailand

In the last section of literature covered on Foodpanda Thailand, A chosen company on the recent crisis case in Thailand. Foodpanda dealt with countless crisis in the past such as sponsorship in a TV channel that take side in political stand, or the rider protest in the past couple of years, where this section will cover the background of the company, their past crisis, and the communication media channels that Foodpanda.

### 2.3.1 Background of Foodpanda Thailand (Delivery service)

Foodpanda was founded in Berlin, Germany in 2012 which is the same year that foodpanda started its operation in Thailand. In 2016 Rucker Internet who was a major shareholder (49.1%) decided to sell all their stock to Delivery Hero. Since that time, foodpanda Thailand is under the management of Delivery Hero Thailand (Money Buffalo, 2021). Foodpanda provided a service that allows users to order food, drink, grocery of their choice through the foodpanda website or foodpanda application on the mobile phone. The mission of foodpanda is to connect the restaurant to customers and to bring customers' desired foods to their doorstep (Kamilah et al., 2020).

Foodpanda Thailand is one of the major food delivery services in Thailand, with the achievement of being the first food delivery service that successfully expanded its operation service to all 77 provinces in Thailand in 2020 (Matichon Online, 2020). However, the income statement of Delivery Hero Thailand in 2019 demonstrated the loss 138,795,391 Thai Baht (Money Buffalo, 2021).

Later in 2020, Foodpanda has launched the “grocery” and “Pandamart” feature where foodpanda delivers goods from their own supermarket store called “Pandamart”,

as well as goods from local supermarkets, hypermarkets, and local businesses (Hip, 2020). Hence, Foodpanda Thailand is no longer an ordinary food delivery service that delivers ready-to-eat food from restaurants. Their features and services expanded to deliver desired household goods, food ingredients, local goods, and many more from the supermarket and local market businesses to customers.

### 2.3.2 Foodpanada Thailand's communication media

Foodpanda's official communication media according to Foodpanda's official website are Facebook and Twitter (Foodpanda Thailand, 2021). However, there is an official Twitter account of Foodpanda but has not been listed on Foodpanda's website.

In addition, Alexander Felde, Co-founder and Managing director of Foodpanda Thailand gave an interview with Plan B Media, one of the biggest out-of-home media agencies in Thailand. He said that the Marketing communication 360 plan of Foodpanda Thailand is the concept of combining both online and offline channels. Out-of-home media is one of our very important channels which attract and reach in Bangkok and other cities. Foodpanda also uses a lot of online channels, on-site channels, social media and in-app/push the app to communicate with Foodpanda's customers and potential customers (Plan B Media, 2019).

### 2.3.3 Foodpanda past political crisis

Within a year Foodpanda has faced 2 major communication crises involving the political context in Thailand. Back in 2020, Foodpanda was the main sponsor of "Nation TV" which is a government supporter Thai TV channel. In August 2020, there

was a hashtag on Twitter by the anti-government group to ban Nation TV because of their siding in political standpoint which led to the movement to ban all products and services that sponsored and supported in Nation TV as well (Money Buffalo, 2021). However, Foodpanda's first statement regarding the situation was that "it is still under consideration", which caused negative outcomes and feeling towards the brand Foodpanda from the anti-government group who is the new generation and is the majority users' group of the application (Foodpanda, 2020 ; Amarin 34HD, 2020). On the next day, Foodpanda had released another statement confirming that Foodpanda has paused all their sponsorship plan with Nation TV (Amarin 34HD).

After almost a year of regaining trust from the public, In July 2021, Foodpanda has faced another, yet more severe crisis involving political context and situation in Thailand. During the anti-government protest in Bangkok due to an inefficient vaccine and corruption, a Foodpanda delivery rider was incidentally caught on fire setting the fire to an image of the King of Thailand which the photo has later been shared on Twitter. Later on, an official account of Foodpanda responded with a tweet "We will take drastic action by immediately terminating employment. Foodpanda has a policy against violence and all forms of terrorism and is willing to help officials take legal action against offenders" (Ragavan, 2021 ; Money Buffalo, 2021). The tweet was later removed from the Foodpanda official Twitter account. After the promising to fire the Foodpanda's rider who was in the protest, an online boycott began. Hashtag boycott Foodpanda reached more than 1.13 million mentions within 24 hours (Onthaworn, 2021 ; Cogan, 2021). Despite a later official apology from the company, Foodpanda has lost over 2 millions users as well as many well-known restaurants in Bangkok and other

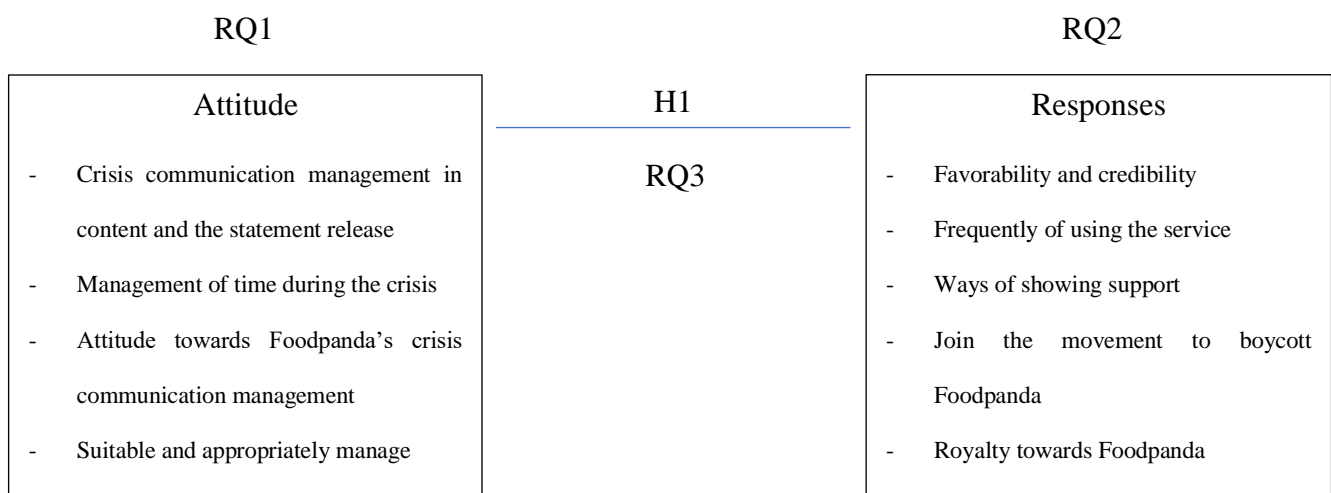
cities stopped selling through the Foodpanda platform due to the incident (Matichon Online, 2021).

Lohitnavy, A founder of Midas public relations company state her opinion that, due to the latest incident, Foodpanda was forced to navigate between the political risks consequences on one side and public outrage on the other. Unfortunately, the decision that Foodpanda rushed into a comment on the situation caused a strong reaction from the public, said Lohitnavy (Ragavan, 2021). Many Thai consumers showing a pattern indicates that they are willing to support the companies that share the same values (Ragavan, 2021).

#### 2.4 Conceptual Framework

The conceptual framework is portrayed in figure 1 below. It illustrates the overview and relationship between all three research questions and 2 variables which are attitude towards crisis communication management, and responses towards a brand.

Figure 2.1: Conceptual Framework for the current research





## **Chapter 3**

### **Methodology**

To examine the understanding of attitude, response, and the relationship between the two, this study was conducted by a quantitative research approach using a survey technique. This chapter will delve into the details of the research methodology for this study, including research sample, sampling method, questionnaire format, measurement of the variables, and data collection and data analysis.

#### **3.1 Research Sample**

Participants who participated in this research were of all genders, female, male, and others, who were able to understand Thai fluently in writing. A total of 200 Thai respondents are 18 years old and above. The respondents must acknowledge Foodpanda Thailand's political context crisis in July 2021 where Foodpanda gave a strong comment through Foodpanda's official Twitter regarding a rider of Foodpanda at the protest against the government, where they called a rider "terrorist" and a promise to dismiss him.

In the study, a total of 200 samples was collected. The questionnaires were conducted and distributed online through several social media platforms such as Facebook, Instagram, Line, and Twitter.

### 3.2 Sampling Method

The sampling method is judgmental sampling, which is a non-probability sampling method choosing samples by purposive sampling. The questionnaire was divided into three sections, including screening questions, attitude towards Foodpanda Thailand's crisis communication management, and their responses after Foodpanda's crisis communication management. The respondents must perceive and recognize their crisis in 2021. As this research aimed to study the attitude and responses of general public towards Foodpanda's crisis communication management, therefore, this research was conducted in terms of exploratory research.

### 3.3 Questionnaire

The questionnaires were limited to distribution through an online channel such as Facebook, Line, and Instagram in order to cover as many groups of the general public as possible. The questionnaires were formulated in the Thai language to make it easier to understand by Thai's general public. The questionnaire (Appendix A) consisted of three sections which were screening questions, questions related to attitude towards crisis, and questions related responses towards Foodpanda. The questions of the questionnaires were close-ended questions, such as a simple yes or no, multiple-choice, and rating scale. The questionnaires have details as follows:

Section one included two screening questions that used to screen the respondents to whether they are qualified to participate in this research or not. The respondent who did not meet the criteria of the research required will not be able to continue to other parts of the questionnaires.

*Question 1* asked the respondent for his/her age range using a nominal scale.

*Question 2* asked the respondent to confirm if they have perceived and recognized Foodpanda's crisis events in the past year.

Section two contained questions on respondents' attitude towards Foodpanda's crisis communication management which include:

- Crisis communication management in content and the statement release
- Management of time during the crisis
- Attitude towards Foodpanda's crisis communication management
- Suitable and appropriately manage

Section three contained questions on the responses of respondents' after Foodpanda's crisis communication management which include:

- Favorability and credibility
- Frequently of using the service
- Ways of showing support
- Join the movement to boycott Foodpanda
- Royalty towards Foodpanda

### **3.4 Measurement of the Variables**

This research consisted of both independent variables (attitude towards crisis communication management), and dependent variables (responses towards a brand). The measurement scale for measuring the variables' details is listed below.

#### 3.4.1 Attitude towards Crisis Communication Management (IV)

In the study on attitude towards crisis communication, respondents rated their attitude towards crisis and crisis communication of Foodpanda on a 7-point Likert-type scale (Kim et al., 2014 as cited in Jahng & Hong, 2017). To measure respondents' level of attitude, a 7-point Likert-type scale was utilized as the outline below where the higher scores indicated the more favorable attitudes towards Foodpanda/Foodpanda's crisis communication management where the scale has been used before where it has recorded high reliability of 0.87. Whereas A 7-point Likert-type scale in this study was utilized as the outline below:

1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

#### 3.4.2 Responses after management (DV)

In terms of the measurement of the general public's responses towards Foodpanda after their crisis and crisis communication management was adopted from the research of Lee, 2004 in the part of the negative impression. Respondents were asked to indicate on a 7-point Likert-type scale which were the reverse-coded items (Lee, 2004). To measure respondents' negative responses impression towards Foodpanda after the crisis, a 7-point Likert-type scale was utilized as the outline below:

1 = Strongly Disagree

2 = Disagree

3 = Somewhat Disagree

4 = Neutral

5 = Somewhat Agree

6 = Agree

7 = Strongly Agree

However, in this part from questions 7-10 the scale was reversed due to the question format of detecting responses. The scale has been used before and the reliability was acceptable, 0.86 (Lee, 2004).

### 3.4.3 Test of Hypothesis

To test a relationship between attitude towards crisis communication management (IV) and responses after management (DV). To test this hypothesis, restated it as:

A negative attitude towards crisis communication gave a negative response after management towards brand such as boycott, switch to competitors, or less frequency of using the service.

### **3.5 Validity and Reliability**

To ensure the validity of the research, project advisor supported and advised along the process, offered guidance. After received feedback in the research methodology draft of the questionnaire, the improvements have been adjusted according to the suggestions. The translation of the questionnaire from English to Thai by a professional translator who is a Thai native speaker to ensure the content validity with phrases that are easy to understand.

For the reliability of the scales, each variable has been examined and measured based on a measurement scale from previous credible studies to ensure the validity and reliability of this research.

### **3.6 Data Collection and Data Analysis**

The data of this research collected by distributed online channel survey in October 2021. The analysis of the data was computed by the SPSS (Statistical Package for the Social Science) program and all the statistical data will run at a 95% confidence level.

In the data analysis stage, it utilized descriptive statistics, which described the mean and standard deviation of the data we have collected. In addition to descriptive

statistics, researcher also utilized Pearson's correlation to give the further insights into the data and allow to make inferences beyond the data collected.



## Chapter 4

### Findings

This chapter covers the findings of the research, discusses the data collected from 200 responses towards attitude and responses of Foodpanda Thailand's crisis communication management.

The findings of this research are divided into four parts, which are screening section, attitude towards Foodpanda's Thailand crisis communication management, responses towards Foodpanda's crisis communication management, and concluded with statistical analysis to explore the relationship among variables.

#### 4.1 Screening Profile of The Sample

This section is to verify whether a respondent is qualified to participate in the survey. The only demographic question is an age where qualified respondents must be 18 years old or above. Another question is whether they are aware or heard of Foodpanda's crisis related to the political context in July 2021.

Among 200 respondents in the study, the result shows that the majority of them were over 44 years old, which accounted for 96 respondents or 48% of the sample. The second most age group among respondents was 25-34 years old. There were 49 respondents in this age group (24.5%), followed by 18-24 with 36 respondents (18%). The least number of respondents was 19 who were in the age group of 35-44 counts as 9.5% of the sample. The distribution of the respondents shows in table 4.1.

Table 4.1 Age Group of the Respondents

---



Age	<i>f</i>	%
18 – 24 years old	36	18.0
25 – 34 years old	49	24.5
35 – 44 years old	19	9.5
Over 44 years old	96	48.0
<b>Total</b>	200	100

## 4.2 Attitude Towards Foodpanda's Thailand Crisis Communication

### Management

The section addresses one part of the first objective which is to study the attitude of the general public towards Foodpanda's Thailand crisis communication management.

All respondents were asked to rate items and statements meant about their attitude towards Foodpanda Thailand crisis communication management on a scale contains ten statements with a reliability of .87 using seven-point Likert scale, where 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree.

On average, the respondents' attitude level was 3.68 out of 7 which demonstrated that overall, their attitude towards Foodpanda's crisis communication management in a moderate level. The respondents agree most on *the coverage of the channel was reached to their target audience, the announcement is believable and credible, and positive attitude towards their crisis's announcement* (*Ms* + 4.14, 3.82, 3.78, respectively). Followed up with their agreement that *it was well-handled in a*

*timely manner, successfully preserve a good reputation, believed crisis been handled well, and the political context crisis is handled professionally (Ms = 3.75, 3.64, 3.59, 3.58, respectively). However, the respondents strongly disagree, disagree, or somewhat disagree on the statement on appropriate action to stand in the political context, gain positive attitude due to their well management in crisis, and positive satisfy attitude (Ms = 3.40, 3.53, 3.57, respectively) as shown in table 4.2.*

The Cronbach's alpha reliability for the scale used to measure source credibility was 0.94. However, the value does not correspond to the original Kim, 2014 scales, which had a reliability of 0.87.

Table 4.2 Attitude of the respondents

<b>Attitude</b>	<b>M</b>	<b>SD</b>
Have a positive satisfy attitude	3.57	1.59
Believed crisis been handled well	3.59	1.61
Have a positive attitude towards their crisis's announcement	3.78	1.63
The announcement is believable and credible	3.82	1.63
The crisis was well-handle in a timely manner	3.75	1.79
Brand is successfully preserved a good reputation	3.64	1.79
The coverage of channel was reach to their target audience	4.14	1.66
Brand took appropriate action to stand in the political context	3.40	1.77
The pollical context are handle professionally	3.58	1.75
Received positive attitude due to their well management in crisis	3.53	1.69
<b>Total</b>	<b>3.68</b>	<b>1.40</b>

Note: Likert scales, score 7 is the highest rank and 1 is the lowest. Cronbach's Alpha = .94

### 4.3 Responses Towards Foodpanda's Thailand Crisis Communication Management

The last part of the questionnaire survey focuses on the second objective which is to study the responses of the general public towards Foodpanda's Thailand crisis communication management.

All respondents were asked to rate items and the statement about their responses towards Foodpanda Thailand crisis communication management in a scale contains ten statements with a reliability of .86 using seven-point Likert scale, where 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree.

Table 4.3 below portrays the finding on the respondents' responses towards Foodpanda's crisis communication management. Respondents neither agree nor disagree with the ten statements, with a total mean score of 3.65. Respondents highly agreed with the statements that *they are only focusing on Foodpanda's service, price, and promotion, they have considered or already have switched to competitor's brand, and they have a strong unpleasant feeling due to their involvement in the political* ( $M_s = 4.32, 4.18, 4.08$ , respectively). Following by statement of *support for the Foodpanda banning movement, they have considered or already deactivate the account, which does not affect their credibility, and they have gained a high favorability towards Foodpanda* ( $M_s = 3.90, 3.68, 3.67, 3.34$ , respectively). On the other hand, the respondents strongly disagree, disagree, or somewhat disagree with the statement on *I have shown support to Foodpanda on social media during their crisis-related political context, use the*

*service more often, more likely to recommend it to a friend/family (Ms = 3.00, 3.13, 3.23, respectively) as shown in table 4.3.*

Table 4.3 Responses of the respondents

<b>Responses</b>	<b>M</b>	<b>SD</b>
Gained a high favorability	3.34	1.59
Do not affect their credibility	3.67	1.75
Use the service more often	3.13	1.66
Have shown support on social media	3.00	1.63
More likely to recommended to friend/family	3.23	1.66
Only focus on their service, price, and promotion	4.32	1.98
Support the foodpanda banning movement	3.90	1.65
Considered or already deactivate account	3.68	1.79
Considered or already have switch to competitor's brand	4.18	1.62
Strong unpleasant feeling due to their involvement in the political	4.08	1.70
<b>Total</b>	<b>3.65</b>	<b>0.74</b>

#### 4.4 Relationship between general public's attitude towards Foodpanda's crisis communication management and their responses after the management

This section of findings covers the relationship between two variables, namely *general publics' attitude towards Foodpanda's crisis communication management* and the *general publics' responses after the management*. It consists of the statistical test results from the correlation analysis

The statistical test results run from the correlation analysis, A Pearsons's Product Moment Correlation test was run to explore the relationship between attitude and responses. Based on the results shown in table 4.5 below, correlation analysis

demonstrated that *attitude towards Foodpanda's crisis communication management* has a significantly strong positive relationship with a score of .60 ( $p = <.01$ ).

The correlation analysis's results imply that respondents' attitude towards Foodpanda's crisis communication management whether it is a positive or a negative attitude, is likely to be related to respondents' responses towards Foodpanda after their crisis management.

Table 4.4 Correlation between attitude and responses

<b>Correlations between attitude and responses</b>	<i>r</i>	<i>p</i>
Relationships between Attitude and Responses	.60	<.01

Hence, from the first hypothesis was predicted that a positive relationship between attitude towards Foodpanda's crisis communication management and their responses afterward, for such the negative attitude towards crisis communication management will likely result in a negative response after such management towards the brand. The findings also supported the mentioned hypothesis and validate the relationship between the two variables.

## Chapter 5

### Summary and Discussion

Using the findings of the research, this chapter covers a detailed summary of the data analysis and discussion. Begin with the summary and discussion of the result then follow by limitation of the research, direction for future research, and practical implication.

#### 5.1 Summary

This section will discuss the results of the quantitative data entitled the study of general publics' attitude and responses towards Foodpanda crisis management, which the data was obtained from an online survey during October 2021, about 3 months after the crisis related to the political context of Foodpanda occurred. The results consist of the age of respondents, the attitude of the general public' towards Foodpanda crisis communication management, responses of the general public after crisis communication management, and the findings from the correlation analysis.

The only question in the demographic section of this research was the age of respondents because it was the only demographic requirement that will give insight and affect the findings of this research's objective. A respondent's purchasing power, gender, occupation, education level, or how many time that they used a service will not affect their attitude or responses towards crisis communication management of a brand. Therefore, section one of the survey questionnaires only asked about respondents' age range and whether they are aware of the crisis well enough to participate in the research. There were a total of 200 respondents whom all know about Foodpanda's crisis related

to the political context in July 2021 which makes them qualified for the study. The age range of respondents was divided into 4 groups which are 18 – 24 years old, 25 – 34 years old, 35 – 44 years old, and over 44 years old. Among 200 respondents, the majority of participants in the study were 44 years old and above, with 96 individuals or 48% of the samples. While respondents aged between 35 – 44 years old contributed the least with only 19 individuals or 9.5% of the study, where 25 – 34 years old and 18 – 24 years were in the middle between two, 24.5%, and 18% of the study respectively.

The attitude section covers the general public's attitude towards Foodpanda's crisis communication management, the statement items measured respondents' attitudes towards different perspectives of a brand's crisis communication management on a seven-point Likert scale where 7 refers to strongly agree while 1 refers to strongly disagree, which was later used to measure the variable. The average score (mean) was 3.68 out of 7.0, which portrayed that the respondents had a moderately positive attitude towards Foodpanda crisis communication management. Out of 10 statements in the attitude sections 9 statements received averagely positive (above 3.5 out of 7 score) attitude towards brand's crisis communication management, the only statement that below mean (less than 3.50 out of 7 score) was "*In my perspective, Foodpanda takes an appropriate stand-in political context of the crisis*", where the average score was 3.40, which suggest the respondents have the attitude that brand took an inappropriate action stand in the political context of this crisis management. While the statement the received the highest score in attitude was "*the channels that Foodpanda uses to communicate during the crisis was able to cover all of their users and target audience*", with a mean score of 4.41 out of 5.0.

Responses of the general public' towards Foodpanda were measured to indicate the respondents' responses after such crisis communication management. There were 10 statement items to measure responses of respondents after the crisis communication management in this section, where it was measured by a seven-point Likert scale where 7 refers to strongly agree while 1 refers to strongly disagree. The outcome shows that responses got a mean score of 3.65 out of 7.0. It demonstrated that the respondents had somewhat positive responses towards Foodpanda after their crisis communication management. Yet, the results revealed that the majority of the respondents *"I am not concerned about Foodpanda and its past crisis, I mainly focus on their service, price, and promotion"* with 4.32 out of 7.0. The statement with the lowest mean score under responses was *"I have shown support to Foodpanda on social media during the crisis"*, with a score of 3.00 out of 7.0.

The last part of this summary section will summarize the correlation analysis result conducted to test the relationship between two variables. The relationship between general publics' attitude towards Foodpanda's crisis communication management and general publics' responses after the crisis communication management, has the result of  $r = .60$ . This indicated that both variables have a significant relationship towards one another, if the respondents' score of attitudes goes up, their score given towards responses would likely increase as well.



## 5.2 Discussion

The discussion section of this research will cover three main points based on the insight collected from the survey data collection and analysis. Firstly, how age group affects attitude and responses of the communication management. Then on the attitude towards crisis communication management. And lastly, responses after the crisis.

### 5.2.1 The Affect of Age Group in The Attitude and Responses of Crisis Communication Management

While this study focuses on two main variables which are the attitude and responses of an individual to a company namely Foodpanda's crisis communication management, the one factor that could greatly affect the result of the study is the age of the participants in the crisis that Foodpanda faced, related to the political context in Thailand wherein majority different generation represent different ideally in political standpoint (Lohatepanont, 2020). With 44% of respondents were who are over 44 years old categorized as an external stakeholder in the crisis communication (customers and general public), their attitude on Thai's current political standpoint would most likely reflect their attitude and responses towards the brand. Therefore, with Foodpanda's situation in crisis strongly related to the political situation, the age of participant also plays a role in affecting a result of attitude and responses towards Foodpanda.

### 5.2.2 The Attitude Towards Crisis Communication Management

Then, this study takes a look at the respondents' attitude towards Foodpanda's crisis communication management and found that the mean score of 3.68 out of 7.0, indicated those respondents felt some-what positive towards Foodpanda's crisis communication management in July 2021. Among the average score of the positive attitude, respondents have towards Foodpanda's crisis communication management. The highest positive attitude among respondents was the statement that "*the channels that Foodpanda uses to communicate during the crisis was able to cover all of their users and target audience*", which received an average score of 4.14 out of 7.0. During this crisis in July 2021, Foodpanda has made statements to the public only on their own channel of social media and with that being said, the majority of respondents have a positive attitude about the channel that used to communicate and believed it was able to cover Foodpanda's users and target audience. The result supported with the communication theory that during the crisis, the general public or audiences tend to seek information from multiple channels Coombs (2004).

Additionally, besides the highest score, the next two highest score were statements that "*Foodpanda's responses announcement is believable and credible to me*" and "*I have a positive attitude towards the announcement, I think the statements are clear, precise, and easy to understand*" with the mean score of 3.82 and 3.78 out of 7.0, respectively. Two out of three top highest average indicated that respondents have a quite strong positive attitude towards Foodpanda's announcements regards the crisis in July 2021 which later linked to the highest data where respondents have the strongest positive attitude that those announcements were released in the appropriate channels where it reaches to the right target audience. According to Coombs (2004), in crisis

communication management theory, the well management and design announcements could regain the publics' negative attitude towards the brand which in this case of Foodpanda, has successfully re-gained and preserved their attitude in general publics' perspective. With the indication of, overall, among ten statements, all have received strong to some-what positive towards Foodpanda crisis management. Moreover, the statement *"I believe that Foodpanda successfully preserves a good reputation from their crisis communication management"* received a score of 3.64 out of 7.0. It validated those respondents who represent the general public some-what agree that Foodpanda is successfully preserved a good reputation after the crisis and their crisis communication management.

On the other hand, the attitude from this study was the attitude of 3-4 months after the crisis occurred, where attitude then (during the crisis situation or right after the crisis) may have been different which could indicate the different results because general public could change over this period of time.



### 5.2.3 The Responses After Crisis Communication Management

This section will cover the discussion from the research result in regard to the responses after the crisis communication management in the case of Foodpanda's recent crisis in July 2021.

The findings from 200 respondents revealed that respondents had a significant positive response after Foodpanda's crisis communication management when it comes

to their service, price, and promotion. The respondents agree with the statement that *“I am not concerned about Foodpanda and its past crisis, I mainly focus on their service, price, and promotion”*. It received an average score of 4.32 out of 7.0, which was the highest score in this section of responses – with the average score of the responses section with 3.65 out of 7.0. The findings indicated that the majority of the respondents do not concern with Foodpanda’s crisis communication or their reputation after the crisis, they only focus on Foodpanda’s service and the promotion that Foodpanda offers. Even though, the next highest rank score shows the negative responses towards the brand with the score of 4.18 out of 7.0 in the statement that *“I am considered to (or already have) switch to their competitors’ brand”*, which could also indicate that even though the two results of the data were close but the result shows the opposite side of the responses after Foodpanda’s crisis communication management. This is common in crisis communication theory for two groups of people to have opposite opinions and the differences usually would be a close call, in this case it is a close line between focusing on promotion and service, and change to the competitors, according to Coombs (2004). This is due to a different group of people which in this research have a difference opinion and difference kinds of responses towards this kind of crisis related to a political context which could potentially be because respondents’ age group as mentioned in 5.2.1, generally

On the other hand, the results of responses after the management from respondents show that they somewhat disagree with the statement that *“I have shown support to foodpanda on social media during the crisis”* with a score of only 3.00 out of 7.0. It indicated that even though on average respondents have somewhat positive

responses towards Foodpanda's crisis communication management, but they are not likely to show any support on social media towards Foodpanda during the crisis which express that majority of respondents only consume but unlikely to share any opinion not support through online social media where they received the information of the announcements.

#### 5.2.4 Relationship between Attitude and Responses

In this last section of the discussion, will be discussing the findings from the correlation analysis between attitude towards Foodpanda's crisis communication management and responses after the crisis communication management.

The results from correlation analysis, the results validated the hypothesis that there is a significant positive relationship between attitude towards Foodpanda's crisis communication management and responses after crisis communication management. This mean that those respondents who had a positive attitude towards Foodpanda's crisis communication management were most likely to have a positive response after the crisis communication management, and vice versa.

#### 5.3 Limitations of the Research

Despite the attempt to minimize the limitation in this research, yet it cannot be avoided. There was one limitation that can be identified which can be improved in further research.

With only 200 responses of the gathered sample size, it could not possibly represent a term of “general public”. Moreover, with a research topic where the age group of respondents could possibly cause-effect in the changes of result because of the different perspective in the political situation in Thailand. With, also 50% of the respondents were over 44 years old. Therefore, the sample used in such research should increase the size of the sample as well as the divided percentage among the age group of respondents equally.

#### 5.4 Direction for Future Research

As mentioned in the limitation section that for further research, should expand the sample size as well as divide the percentage of respondents’ age group equally in the type of research where it involves sensibility in an age such as political view and standpoint. In the future study could also do focus more on the different between older group and younger group of age where could factor in an ANOVA F test into consideration.

This study also focuses on one crisis situation of one specific brand, A further research could focus on many brands with the same type of crisis situation or a brand that is repletely faced with the crisis situations. Furthermore, a future researcher who may explore other methodology of data collection such as qualitative approaches as focus groups or in-depth interviews will allow researchers to gain more in-depth insights and knowledge of that field or industry of crisis communication management.

Moreover, as mentioned in 5.2.2 this research studied on general public attitude's 3-4 months after the crisis occurred which mean general publics' attitude could change over this period of time. For future research could do on a more recent crisis or during the crisis to get the insight on the general publics' attitude on the proper period of time.

### 5.5 Practical Implications

The findings of this research provide valuable insight into the general publics' attitude and responses towards crisis communication management, in which these findings various practical implications are derived.

From insight received in the research, the first practical implication is that in future crisis communication practitioners could adopt the results from this research into any further crisis situations that may occur especially with those that related to political context. Moreover, for a brand to understand what to do or not do in a crisis situation and how important it is to have a crisis communication management set and ready in case any emergency crisis ever come up because as the result shows, even though overall attitude and responses towards Foodpanda still in the range of positivity but it also caused damage which caused by a crisis. Therefore, a well manage crisis communication plan is necessary. In addition, the result from this study would also be beneficial to the brands and companies in Thailand of how the general public perceived when a crisis related to the political context and take results into the consideration of whether a brand should or should not take a side when it comes to a situation related to a political context which is becoming one of the extremely sensitive topics in Thailand.

However, the result of “respondents only care about price, promotion, and service” could also indicated that when the product is good and undeniable, political standpoint may not matter as assumed since the general public will focus more on the undeniably good of the product or service.

In conclusion, brands, and crisis communication practitioners any could take the results into the learning points into their crisis communication planning, management, and strategy. Furthermore, any future researchers who want to conduct research related to crisis communication management in a political context could use this significant insight to develop a better understanding of crisis communication management and crisis communication in a political context.



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**APPENDIX**  
**QUESTIONNAIRE**

**RESEARCH QUESTIONNAIRE**

**The study of Attitude and Responses of General Public Towards foodpanda's  
Crisis Communication Management**

“ทัศนคติและการตอบสนองของสาธารณชนต่อการจัดการการสื่อสารในภาวะวิกฤต  
ของบริษัทฟู้ดแพนด้าประเทศไทย”

This research is conducted as a required component of Professional Project, by a student of the Master's Program in Strategic Communication Management from the Faculty of Communication Arts, Chulalongkorn University.

The purpose of this study is to examine the Thai general public's attitude and responses towards Foodpanda's Crisis Communication Management. This questionnaire will take approximately 10 minutes. The respondent MUST answer all the following questions based on their opinion as accurately as possible. The collected data will be kept confidential and used for educational research purposes only.

งานวิจัยนี้เป็นโครงการวิชาชีพของนิสิตระดับมหาบัณฑิตในหลักสูตร Masters of Strategic Communication Management จากคณะนิเทศศาสตร์ จุฬาลงกรณ์มหาวิทยาลัย แบบสอบถามนี้มีจุดประสงค์เพื่อศึกษาทัศนคติและการตอบสนองของสาธารณชนต่อการจัดการสื่อสารในภาวะวิกฤตของบริษัทฟู้ดแพนด้า(ประเทศไทย) ซึ่งข้อมูลที่ถูกเก็บรวบรวมจะถูกนำมาใช้และวิเคราะห์เพื่อการศึกษาเท่านั้น โดยข้อมูลส่วนตัวของผู้ตอบจะถูกเก็บเป็นความลับและไม่มีการอ้างอิงรายงานผลกระทบต่อตัวบุคคล



## PART 1 (พาร์ท 1)

Instruction – Please check (✓) the answer that best represents you

กรุณาทำเครื่องหมาย (✓) ในช่องว่างที่ตรงกับความคิดหรือความรู้สึกของท่านมากที่สุด

### 1. Please select your age range?

โปรดเลือกช่วงอายุของท่าน

- Under 18 (end the survey) (ต่ำกว่า 18 ปี)
- 18 – 24
- 25 – 34
- 35 – 44
- over 44 years old (44 ปี ขึ้นไป)

### 2. Have you heard about the Foodpanda's crisis in July 2021 related to political context?

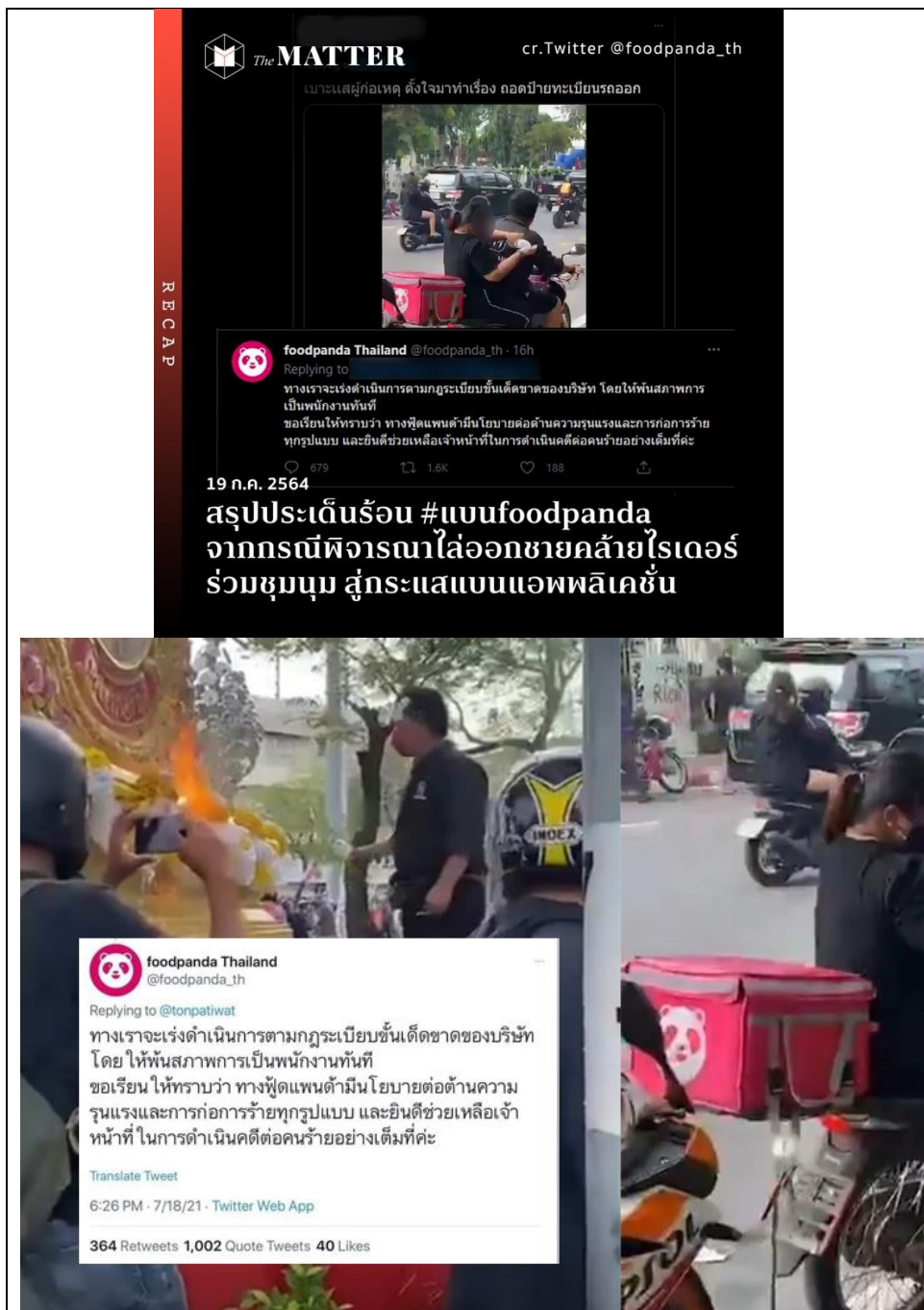
(Context below) ท่านเคยได้ยินหรือรับรู้เกี่ยวกับวิกฤตที่เกี่ยวข้องกับด้านการเมืองของบริษัทฟู้ด

แพนด้า (ประเทศไทย) ในช่วงเดือนกรกฎาคม 2564 (ตามท้องเรื่องด้านล่าง)

Exhibit A: Foodpanda and Foodpanda's rider at the protest

ฟู้ดแพนด้าและไรเดอร์ของฟู้ดแพนด้าที่การชุมนุมประท้วง

CHULALONGKORN UNIVERSITY



Yes เคยได้ยิน  No (end the survey) ไม่เคยทราบถึงเรื่องนี้ (จบแบบสอบถาม)

**PART 2 (พาร์ท 2)**

Instruction – Please rate the statements below according to your personal attitude towards Foodpanda’s crisis communication management by putting a mark (✓) in the

box by the scale below: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree


คำชี้แจง: กรุณาทำเครื่องหมาย (✓) ในช่องว่างที่ตรงกับความรู้สึกของท่านมากที่สุดเกี่ยวกับทัศนคติต่อการจัดการการสื่อสารในภาวะวิกฤตของบริษัทผู้ดูแลแพนด้าประเทศไทย โดยที่ 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ไม่เห็นด้วยนิดหน่อย, 4 = เห็นเป็นกลาง, 5 = เห็นด้วยนิดหน่อย, 6 = เห็นด้วย, 7 = เห็นด้วยอย่างยิ่ง

**Please use the exhibit A and B to answer the question in this section (part 2)**

โปรดใช้ข้อมูลจากรูปภาพในเหตุการณ์ด้านล่างนี้ตอบคำถามในพาร์ทนี้



Exhibit A




## แถลงการณ์จาก foodpanda

foodpanda ขอภัยที่ทำให้เกิดความไม่พอใจและผิดหวังกับการแสดงความคิดเห็นในช่องทาง Twitter ที่ถูกโพสต์โดยพนักงานของเรา ซึ่งไม่สอดคล้องและไม่ได้รับการอนุมัติจาก foodpanda เราตระหนักว่าเหตุการณ์นี้ส่งผลกระทบต่อความรู้สึกของประชาชนทั้งในภูมิภาค ฐานทัพพันธมิตร และไรเดอร์ไม่ว่าการแสดงความคิดเห็นดังกล่าวเกิดขึ้นอย่างไรหรือจากใคร foodpanda ขอรับผิดต่อเหตุการณ์ที่เกิดขึ้นนี้ และขอแสดงความเสียใจอย่างสุดซึ้งที่ทำให้ทุกท่านรู้สึกผิดหวัง

จากเหตุการณ์ไรเดอร์ foodpanda ที่เกิดขึ้นเมื่อวาน เราขังตรวจสอบเพื่อระบุบุคคล ที่เป็นไรเดอร์ที่เกี่ยวข้องเพื่อสืบหาข้อเท็จจริง ทั้งนี้ขอเรียนให้ทราบว่า foodpanda เคารพในสิทธิเสรีภาพทางความคิดและการแสดงออกส่วนบุคคล และเราไม่มีนโยบายปิดกั้นสิทธิเสรีภาพทางความคิดและการแสดงออกส่วนบุคคลแต่อย่างใด ดังนั้น foodpanda ขอยืนยันว่าการแสดงความกังวลอย่างเสรีไม่ได้รับการทรมาน และจะไม่มีการดำเนินคดีหรือฟ้องในสภาพกรณีไรเดอร์ของ foodpanda

ในช่วง 24 ชั่วโมงที่ผ่านมา ฝ่ายบริหารและฝ่ายปฏิบัติการของ foodpanda ปรึกษากันได้ตรวจสอบและยึดเพื่อที่ทีมจะดำเนินการแสดงความคิดเห็นที่เหมาะสมบนแพลตฟอร์มโซเชียล ในฐานะแพลตฟอร์ม foodpanda มีพันธกิจในการให้บริการพี่น้องชาวไทย และบริหารระบบนิเวศทางธุรกิจที่มีประสิทธิภาพให้กับร้านค้าพันธมิตรและไรเดอร์ เพื่อมุ่งเน้นการสร้างงานสร้างอาชีพให้กับทุกคนโดยไม่เลือกปฏิบัติเป็นนายของชาติการมอบบริการที่ดีที่สุดเพียงอย่างเดียว

ทั้งนี้ ขอภัยอย่างสุดซึ้งอีกครั้งที่ทำให้ท่านรู้สึกไม่พอใจและผิดหวังกับเหตุการณ์ที่เกิดขึ้น เราจะพยายามอย่างสุดความสามารถที่จะได้รับโอกาสจากท่านกลับมาให้ความไว้วางใจ foodpanda อีกครั้ง และเราพร้อมที่จะทำงานต่อไป




## Official Announcement

We are sorry to have caused disappointment and upset any parties due to a recent comment on our Twitter channel. The comment was posted by our team member without consent from foodpanda, and does not represent foodpanda. We know this has hugely affected and frustrated customers, riders, partners and members of the public, and we are taking responsibility for this comment that was posted on our Twitter feed, regardless of who posted it and how it occurred. For this hurt we have caused you, we are truly sorry.

Regarding the rider incident that took place yesterday, we are still trying to find out the identity of the rider. foodpanda respects the freedom of speech and expression, and we do not believe in implementing policies that impact freedom of speech and expression. Therefore, foodpanda assures freedom of speech and expression is not terrorism and the rider will not be dismissed due to this incident.

In the last 24 hours, the management and operational team at foodpanda Thailand are thoroughly looking into various processes to make sure inappropriate comments on our Twitter account doesn't happen again. As a platform, foodpanda's priority is to serve the people of Thailand and provide an ecosystem for tens and thousands of restaurants and riders to earn a living. We are committed to doing our best to support our community, and once again sincerely apologize for any anger and disappointment this incident has caused you. We will work even harder to restore your faith and trust in us again.

Exhibit B	
<h2 style="color: #e91e63;">เราออกภัยสำหรับข้อความ จากทีมงานที่โพสต์ก่อนหน้านี้</h2> <p style="color: #e91e63;">เรายังคงตรวจสอบเหตุการณ์ที่เกิดขึ้นในวันนี้ เราออกภัยอย่างสูงสำหรับการตอบกลับคอมเมนต์และ การตัดสับอย่างไม่ละเอียดถี่ถ้วนที่เกิดขึ้นก่อนหน้านี้ ในขณะที่ทีมงานยังคงตรวจสอบข้อเท็จจริงของสิ่งที่เกิดขึ้น</p> <p style="color: #e91e63;">เราเสียใจที่ทำให้ผู้บริโภครู้สึกท้อแท้และร้านค้าพันธมิตร ผิดหวังกับการแก้ไขสถานการณ์ในครั้งนี้</p> <p style="color: #e91e63;">อย่างไรก็ตามขอให้ทุกท่านมั่นใจว่า เราจะตรวจสอบเรื่องนี้อย่างระมัดระวังที่สุด ก่อนที่จะให้ข้อมูลเพิ่มเติมในลำดับต่อไป</p>	

Statement		Disagree ↔ Agree						
		1	2	3	4	5	6	7
1.	I have a positive satisfy attitude towards Foodpanda crisis management ฉันมีทัศนคติในเชิงบวกและพึงพอใจต่อการจัดการในภาวะวิกฤตของฟู้ดแพนด้าประเทศไทย							
2.	I believe Foodpanda has handled its crisis well ฉันมีความเชื่อว่าฟู้ดแพนด้าประเทศไทยรับมือกับวิกฤตได้อย่างดี							
3.	From exhibits A and B– I have a positive attitude towards the announcement, I think the statements are clear, precise, and easy to understand จากข้อมูลรูปภาพ A และ B – ฉันมีทัศนคติในเชิงบวกต่อประกาศจากบริษัท ฉันคิดว่าคำแถลงนั้นกระชับชัดเจนและเข้าใจได้ง่าย							
4.	From exhibits A and B - Foodpanda’s responses announcement is believable and credible to me จากข้อมูลรูปภาพ A และ B – ประกาศตอบสนองจากฟู้ดแพนด้าประเทศไทย ฉันมีความน่าเชื่อถือสำหรับฉัน							
5.	I think Foodpanda has well-handled their crisis management in a timely manner							

	ฉันคิดว่าฟู้ดแพนด้าประเทศไทยสามารถจัดการกับภาวะวิกฤตได้อย่าง ทันทั่วทั้งที่								
6.	I believe that Foodpanda successfully preserve a good reputation from their crisis communication management ฉันเชื่อว่าฟู้ดแพนด้าประเทศไทยสามารถรักษาชื่อเสียงที่ดีจากภาวะวิกฤตใน ครั้งนี้เอาไว้ได้อย่างสำเร็จ								
7.	The channels that Foodpanda uses to communicate during the crisis was able to cover all of their users and target audience ช่องทางในการสื่อสารที่ฟู้ดแพนด้าประเทศไทยใช้สื่อสารในภาวะวิกฤตนั้น สามารถครอบคลุมกลุ่มผู้ใช้งานและกลุ่มเป้าหมาย								
8.	In my perspective, Foodpanda takes an appropriate stand-in political context of the crisis ในมุมมองของฉันฟู้ดแพนด้าประเทศไทยวางตัวอย่างเหมาะสมในภาวะวิกฤต เกี่ยวกับการเมืองครั้งนี้								
9.	In my perspective, Foodpanda's responses due to crisis in a political context are and professional ในมุมมองของฉันการตอบสนองของฟู้ดแพนด้าประเทศไทยเกี่ยวกับภาวะ วิกฤตเกี่ยวกับการเมืองครั้งนี้เป็นไปอย่างเหมาะสมและมีอาชีพ								
10.	I gained a positive attitude towards Foodpanda as a brand because of their well management in handling crisis ฉันมีทัศนคติในเชิงบวกต่อฟู้ดแพนด้าประเทศไทยมากขึ้นเนื่องจากการจัดการ ที่ดีและเหมาะสมในภาวะวิกฤตเกี่ยวกับการเมืองครั้งนี้								

### PART 3 (พาร์ท 3)

Instruction – Please rate the statements below according to your personal responses towards foodpanda after their crisis and crisis management by putting a mark (✓) in the box by scale below: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Neutral, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree

คำชี้แจง: กรุณาทำเครื่องหมาย (✓) ในช่องว่างที่ตรงกับความรู้สึกของท่านมากที่สุด เกี่ยวกับการ

ตอบสนองของท่านต่อบริษัทฟู้ดแพนด้าประเทศไทยหลังจากการจัดการการสื่อสารในภาวะวิกฤตของ

บริษัท โดยที่ 1 = ไม่เห็นด้วยอย่างยิ่ง, 2 = ไม่เห็นด้วย, 3 = ไม่เห็นด้วยนิดหน่อย, 4 = เห็นเป็นกลาง, 5 = เห็นด้วยนิดหน่อย, 6 = เห็นด้วย, 7 = เห็นด้วยอย่างยิ่ง

Statement		Disagree←→Agree						
		1	2	3	4	5	6	7
1.	I have gained a high favorability of Foodpanda after the crisis occurred ฉันมีความชื่นชอบต่อฟู้ดแพนด้าประเทศไทยมากขึ้นหลังจากภาวะวิกฤตเกี่ยวกับการเมืองในครั้งนี้							
2.	Foodpanda's crisis DO NOT affect their credibility for me ภาวะวิกฤตของฟู้ดแพนด้าประเทศไทยในครั้งนี้ไม่ส่งผลกระทบต่อความน่าเชื่อถือของฟู้ดแพนด้าประเทศไทยสำหรับฉัน							
3.	I use Foodpanda's service more often since after their political crisis ฉันใช้บริการของฟู้ดแพนด้าประเทศไทยมากขึ้นหลังจากภาวะวิกฤตเกี่ยวกับการเมืองครั้งนี้							
4.	I have shown support to Foodpanda on social media during the crisis ฉันได้แสดงการสนับสนุนต่อฟู้ดแพนด้าประเทศไทยทางช่องทางโซเชียลมีเดียในระหว่างภาวะวิกฤตเกี่ยวกับการเมืองครั้งนี้							
5.	I am more likely to recommend Foodpanda to a friend/family เนื่องด้วยวิกฤตเกี่ยวกับการเมืองครั้งนี้ มีโอกาสมากขึ้นที่ฉันจะแนะนำฟู้ดแพนด้าประเทศไทยให้เพื่อนหรือครอบครัว							
6.	I am not concerned about Foodpanda and its past crisis, I mainly focus on its service, price, and promotion ฉันไม่มีความสนใจหรือกังวลเกี่ยวกับวิกฤตของฟู้ดแพนด้าประเทศไทย ฉันสนใจแค่บริการ, ราคา, และโปรโมชั่นของฟู้ดแพนด้าเท่านั้น							
7.	I agreed with those who go against and ban movement against and ban Foodpanda due to the crisis involvement in the political crisis							

	ฉันเห็นด้วยกับกลุ่มผู้ที่ต่อต้านและแบนฟู้ดแพนด้าเนื่องด้วยภาวะวิกฤตเกี่ยวกับการเมืองในครั้งนี้								
8.	I am considered to (or already have) deactivate Foodpanda's account due to the crisis involvement in the political crisis ฉันคิดที่จะหรือได้ทำการ ลบบัญชีผู้ใช้ของฟู้ดแพนด้าประเทศไทย เนื่องด้วยภาวะวิกฤตเกี่ยวกับการเมืองในครั้งนี้								
9.	I am considered to (or already have) switch to their competitors' brand ฉันคิดที่จะหรือได้ทำการเปลี่ยนไปใช้บริการจากบริษัทคู่แข่ง								
10.	I have a strong unpleasant feeling towards Foodpanda BECAUSE OF their crisis involvement in the political crisis ฉันมีความรู้สึกที่ไม่พึงพอใจอย่างมากต่อฟู้ดแพนด้าประเทศไทย เนื่องจากภาวะวิกฤตเกี่ยวกับการเมืองในครั้งนี้								



## VITA

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